

**Tennessee Department
of
Children's Services
1999 - 2000 Annual Report**



Building Tennessee's Future, One Child at a Time

**Governor Don Sundquist
Commissioner George W. Hattaway**

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Chapter 1: Highlights of Fiscal Year 1999-2000

Introduction

The Department of Children's Services (DCS) was created in July 1996 to provide services to children committed to state custody or at risk of commitment to state custody. The new department consolidated all custodial services to children, including child welfare and juvenile justice programs. It was also given responsibility for providing protection to abused children, prevention services for unruly youth and their families, as well as probation and aftercare services for juvenile offenders.

The statutory charge (T.C.A. § 37-5-102) to the Department of Children's Services was as follows:

The focus of the services shall be to preserve the relationship between the child and the family by providing, whenever possible, services in the community where the child lives and by providing services in a setting which is the least restrictive and, yet, the most beneficial. For the child it serves, the Department of Children's Services shall strive:

- *to protect children from abuse, mistreatment or neglect;*
- *to provide prevention, early intervention, rehabilitative and educational services;*
- *to pursue appropriate and effective behavioral and mental health treatment; and*
- *to ensure that health care needs, both preventive and practical, are met.*

The department will work to preserve the safety and protect the standards in Tennessee communities through efforts to combat delinquency and other social ills concerning young people. The Department of Children's Services shall work to continually improve the management and coordination of services for the children and families of Tennessee identified in this section of the law by ensuring thorough evaluations and assessments,

appropriate and effective service delivery, timely permanency planning, and supportive supervision and monitoring of the progress of children discharged from state custody.

The mission of the department is to provide, in cooperation with families, local communities, juvenile courts and schools, timely, appropriate and cost-effective services for children in state custody and at risk of custody, so these children can strive to reach their full potential as productive, competent, and healthy adults. DCS operates under four major goals:

- Provide appropriate care for children in custody close to home and return them to their families or provide for permanency of care in a timely manner;
- Provide community prevention and intervention services to keep children and communities safe;
- Increase community involvement, local decision-making, and accountability for funding and services; and
- Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner.

Departmental Initiatives in Fiscal Year 1999-2000

In January 1999, the Department of Children's Services contracted with the Child Welfare League of America (CWLA) to assess Tennessee's foster care and adoption programs, and to assist in the implementation of needed changes. During fiscal year 1999-2000, continued reforms were made in foster care and adoption services. The department also instituted major improvements in Child Protective Services, Legal Services, Health Advocacy, staffing patterns, and Staff Development and Training. The department's new information system, TN KIDS, became active throughout the state and data from the system are being used to support management decisions. Planning for the Family Support Services Program, a new service delivery system to improve services to children at risk of coming into the department's custody, was completed. In FY99-00, the department participated actively in the executive branch's strategic planning process, developing a strategic plan to guide departmental policy and planning.

Foster Care Improvements

Over the course of FY99-00 DCS Foster Care began numerous new programs to improve the extent and quality of services to Tennessee foster children. These improvements included:

- A faith-based recruitment initiative in Davidson County in cooperation with the Scarritt-Bennett interfaith center to use churches as a source of foster parent recruitment. This initiative is designed to increase placement of children in foster homes in their own community.

- A new foster, kinship, and adoptive parent training curriculum that resulted in more than 300 new foster parents and 120 staff trained as foster parent trainers;
- A new foster parent advocacy program in collaboration with the Tennessee Foster Parent Association and the University of Tennessee Social Work Office of Research and Public Service (SWORPS);
- Linking the foster parent reimbursement rate to the USDA standard for the cost of rearing a child;
- Initial planning to implement a phone-in payment process for foster families;
- Statewide licensing and policy committees to standardize requirements for public and private agency foster homes;
- A review of foster home services to determine where expansion should occur. Based on the review, it was determined that expansion in both public and private sectors is essential;
- Revision of foster care policy to reflect current "best practice" standards;
- Twelve one-day regional foster parent training conferences and one statewide training conference in partnership with the University of Tennessee Social Work Office of Research and Public Service and the Tennessee Foster Care Association; and
- Sponsorship of the Commissioner's Celebration of Holidays, a departmental holiday celebration, during which Governor Sundquist and Commissioner Hattaway gave toys to foster children. The celebration included Christmas, Hanukkah, and Kwanzaa.

In addition to the above improvements, in FY99-00, Tennessee foster parents received a 3% increase in the maintenance board rates. This increase is significant given the fact that there had not been an increase in foster care board rates in nearly a decade. The maintenance board payments help foster parents with the costs associated with caring for the foster children in their home. The typical board payments range from \$245 to \$533 per month depending on the age and special needs of the child. In extreme circumstances, a higher board payment may be negotiated with the department. An additional 5% increase in foster care board rates was approved by the legislature for FY00-01.

Innovations in Special Needs Adoption Contracts

To increase the number of special needs children receiving permanence through adoption, the department entered into contracts with seven Tennessee licensed child placing agencies in November 1999, with services beginning in Spring 2000. The contract agencies are required to provide services in conformity with the department's policy and procedures.

The population of children served through these contracts are those determined eligible for Adoption Assistance, as described on page 59. The contracts provide for 244 children to be served. During the period of January through June 2000, 185 children were referred for services. The scope of service for these contracts includes case management for the children served, preparation of children for adoptive placement, recruitment and preparation of adoptive families, placement and post-placement services, and services to finalize the adoption.

The established service rate is \$9,000 per child for children under the age of 12 and \$11,000 per child for children age 12 and over. Fifty percent of the fee is paid at the time the child is placed in the adoptive home and an adoptive placement agreement is signed with the family. The remaining fifty percent is paid at the time of the finalization of the adoption. The contracts are outcome focused and include reasonable time limits for placing each referred child in an adoptive home, an expectation that adoptive placements will still be intact 18 months following finalization, and a measurement of client satisfaction levels.

Child Protective Services Initiatives

Fiscal year 1999–2000 was a year of evaluation and planning for Child Protective Services (CPS). Input was sought from communities across the state to identify needed improvements in child safety. The department also obtained the assistance of the Child Welfare League of America (CWLA) to evaluate the decision-making practices in the Child Protective Services program. Additionally, the Children's Justice Task Force, a statewide multi-disciplinary task force, evaluated the child protective services system, beginning with the first reports of abuse/neglect through the investigation and/or prosecution phases. The availability of prevention, education and intervention services was assessed and recommendations for change were provided.

Three Citizen Review Panels were formed: one in Shelby County, one in Montgomery County, and another representing the counties from the Northwest Region. These panels were representative of the diversity of their communities and were made up of private citizens who evaluated Tennessee's compliance with the federal assurances required under the Child Abuse and Prevention Treatment Act.

In one region, the CPS case manager was investigating a complaint of repeated unexplained bruises to a kindergarten child. Following the advice of counsel and DCS policy requiring observation of all children in the home, the case manager found a severe failure to thrive infant in the home and two toddlers who were so deprived of stimulation that they had developed their own "twin language." After consultation with the attorney, all children were removed and at the adjudication of the case, the proof gathered by the case manager and the attorney was so overwhelming that the parents surrendered rights to all four children. All four children have been adopted by the foster parents. The adoptions were finalized in October. This could not have happened in this timely manner without the addition of the attorneys.

The findings of the CWLA evaluation, the reports submitted by the Children's Justice Task Force and the Citizen Review Panels, and recommendations from an internal work

group of the department's CPS staff have been integrated in a three-year strategic plan for improving the Child Protective Services program.

The department continued to support eleven community-based Child Advocacy Centers located in Davidson, Hamilton, Henderson, Knox, Lawrence, Madison, Montgomery, Robertson, Tipton, Shelby, and Sullivan Counties. The department continued to increase the number of Child Protective Services case managers who are co-located full-time in the Child Advocacy Centers along with law enforcement professionals and representatives from the offices of the district attorneys, who make up the Child Protective Investigative Teams (CPIT). Some centers expanded their capacity for interviews to occur with child victims while the other CPIT members observe, unobtrusively, through remote video monitors. The department worked with nine other communities that are developing Child Advocacy Centers. Cross training was provided to 110 newly employed Child Protective Services staff and to selected law enforcement CPIT members. Team members received 21 hours of training on the Reid Technique of Investigative Interviewing for Child Abuse Investigations.

A committee made up of representatives of CPIT members, including Child Advocacy Center representatives, came together to develop a method for collecting data on child victims, services, perpetrators and the outcomes of prosecutions. A uniform data collection format was designed and from this process a pilot project was launched. The local Child Advocacy Centers will collect information until the outcome of the prosecution is known and this information will be compiled into an annual report to be submitted to the General Assembly beginning in July 2001. This report will provide a more detailed analysis of data and will help to identify trends in the nature of child abuse and child abuse perpetrators.

Legal Services Improvements

The Legal Services division of the Department of Children's Services now consists of 54 attorneys located in 22 offices across the state. Prior to July 1999, only 18 attorneys were providing legal services to the 98 juvenile courts in Tennessee. As a direct result of the addition of these 36 attorneys, there has been a dramatic increase in the department's ability to move children through the court system in a timely manner, either placing them with relatives, returning the children safely to their home, or freeing the children for

"Juan", a mentally and physically limited 17-year-old, was placed in DCS custody after his mother filed a delinquency petition because he had struck her. Juan was wheelchair-bound, developmentally delayed, prescribed multiple medications, incontinent, and suffering frequent seizures. The department initially thought there was little the state could do for Juan because of his age. However, due to the addition of more attorneys to the legal staff, additional resources were available to research the law and to apply for and identify a conservator. Juan was placed in a foster home where he continues to reside, even though he is over 18. Juan is a changed person, has lost 100 pounds, can now walk from his home to the bus stop, takes fewer medications, and is doing very well. In the past, time for legal work of this nature would not have been possible because of the previous staffing pattern.

adoption through the termination of parental rights process. For example, in the Southwest and Northwest regions of the state, six attorneys now provide legal services where previously one DCS attorney and a contract attorney were covering those 20 counties. As a result, the number of petitions filed to terminate parental rights rose from approximately 52 during fiscal year 1998-1999 to 143 filed in fiscal year 1999-2000. In the East Tennessee region, 14 termination of parental rights petitions were filed in fiscal year 1998-1999 and 174 were filed in fiscal year 1999-2000. In Hamilton County, 35 petitions were filed in fiscal year 1998-1999 and 90 were filed in fiscal year 1999-2000. Each of the 12 regions of the state has seen similar progress toward more quickly moving children to permanency.

In addition to providing more timely permanence for children, the increase in the number of attorneys, and their placement at 22 local offices, has provided the case managers easier access to necessary legal advice. The attorneys counsel case managers regarding investigations and preservation of evidence for trial.

Health Advocacy Initiatives

In a continuing effort to improve access to medical and behavioral services for children in or at risk of custody, DCS implemented an appeals process which addresses services to be received through TennCare's managed care organizations (MCO) or behavioral health organizations (BHO). Should an MCO or BHO inappropriately delay, deny, or reduce services, the case manager notifies the DCS TennCare representative in the regional health advocacy unit and an appeal is filed with the Bureau of TennCare. The Solutions Team, in the Bureau of TennCare, may direct the MCO or BHO to provide the services. When this happens, the TennCare representative and case manager are notified, and arrangements are made to access the service.

If the service is not ordered to be provided, TennCare will notify DCS that a hearing regarding the denied service will be held. DCS contracts with the Tennessee Association of Legal Services to represent children in custody at these hearings. In this way, children in custody receive a full range of advocacy services regarding their right to medical or behavioral services, from the appeals process to any administrative hearing that may be held to resolve coverage disputes to certain services.

For children not in custody, but who are at risk of coming into custody and need behavioral services to prevent custody, the regional health advocacy units take an active role in assisting case managers and family members in accessing behavioral health services and in filing appeals. By advocating for children at risk of custody to receive appropriate services, DCS has been able to prevent custody and promote access to services through TennCare.

New Case Management Position Allocations

During FY99-00, 121 case manager positions were added for a total of 850 non-Child Protective Services (CPS) case manager positions. This 16.6% increase in the number of

non-CPS case managers decreased the position-to-case ratio from one case manager position per 27.3 cases to one case manager position per 23.4 cases. There were also 21 case management supervisor positions added during FY99-00. Table 12 in Appendix 1 describes the additional position allocations by region.

Training and Staff Development

The Staff Development unit is responsible for coordinating the Department of Children's Services staff enrollment in professional training courses. As part of the CWLA Three Year Plan for the Department of Children's Services, the department's staff development and training delivery system has been strengthened in collaboration with various contract agencies and providers across the state of Tennessee. DCS has contracted with the University of Tennessee, the Tennessee Correction Training Academy, and other agencies in a coordinated effort to implement many new programs while expanding existing programs.

The Department of Children's Services now has a process to review training needs and develop curriculum for general and specialized positions as well as to make any necessary modifications. This is primarily accomplished through the efforts of the Staff Development unit as well as structured work groups with key decision-making staff and follow-up approval from the Training Advisory Group.

During fiscal year 1999-2000, departmental staff participated in 21,235 training activities and events for a total of 169,352 hours of training. The three primary types of training provided were pre-service/new employee, in-service and management/supervisory. The various trainings were offered through the Tennessee Correction Training Academy in Tullahoma, the University of Tennessee, various DCS departments, and other contract trainers. The Staff Development unit provided a total of 38,231 hours of TN KIDS training to staff for the new statewide departmental computer system. In addition to serving departmental staff, 15,906 hours of training was provided for foster parents and private agency staff.

The new training specifically designed for supervisory staff (ten-day, competency-based training) recommended in the CWLA Three Year Plan has been implemented and provided for all supervisory staff with 18 months or less of experience. Additionally, participation in the Department of Personnel's Leadership Development Initiative series began in December 1999 with 302 staff receiving at least one course by the end of fiscal year 1999-2000. This series will continue into the next fiscal year and will include all supervisory and management level staff in the Department of Children's Services.

TN KIDS Rollout

The department continued the development and implementation of TN KIDS, the Tennessee Kids Information Delivery System. This State Automated Child Welfare Information System (SACWIS) has been developed under the guidance of and with the

funding participation of the Administration for Children and Families in the federal Department of Health and Human Services. When DCS was formed in 1996, the consolidation of functions from six departments brought together multiple stand-alone database applications supported by a wide variety of platforms. TN KIDS replaced those applications and platforms with a single state-of-the-art database running on a standard infrastructure accessible to all departmental employees with a need for this resource. TN KIDS is the single information system to provide support to the department's primary business—serving Tennessee's at-risk children and their families. TN KIDS is being written and deployed in two phases. The first phase (TN KIDS 2.1) provides all child intake and referral functions. This includes the capacity to record all case assignments, as well as child-detail information on permanency efforts, medical and educational information, and case management actions. Child Protective Services investigations also are being tracked in 2.1. In addition, standard reports for central office and regional staff have been developed. The second phase (TN KIDS 2.2) will provide eligibility, financial, and the remaining case management functions.

This year approximately 3,500 new desktop computers were deployed statewide to case managers and support staff in preparation for the rollout of TN KIDS 2.1. The TN KIDS 2.1 rollout will be completed in December 2000. An analytical team has been assembled to define TN KIDS 2.2 business requirements.

Temporary Transition Plan

In the fall of 1999 the department instituted a Temporary Transition Plan (TTP) to facilitate the use of TN KIDS. Case information was recorded on forms and then keyed into TN KIDS by data entry operators. This plan incorporated cessation of the existing two legacy systems, the Client Operation and Review System (CORS) and Social Services Management System (SSMS), which were not Y2K compliant. At that time the TN KIDS system was not available statewide "live" due to incomplete installation of new hardware and extensive training needs. TTP had a very narrow scope of data requirements to include: information needed to comply with federal AFCARS reporting; Local Education Authority (LEA) funding claims; Early, Periodic, Screening, Diagnosis and Treatment (EPSD&T) tracking; documentation of the physical location of all children in state custody; and the recording of all information for custodial as well as non-custodial cases. TTP began paving the way toward implementation of live use of TN KIDS by case managers.

Field System Administrators

In February 2000 the department reassigned existing staff to a new job function known as the Field Systems Administrator (FSA). The plan was to have one FSA in every region, in each Youth Development Center, at the Tennessee Preparatory School, as well as at least two FSAs to support the DCS group homes. The FSA job description defines the following duties:

- Provide support and hands-on assistance with DCS software to computer users in the represented area;
- Work with the DCS Help Desk to follow up on outstanding incidents;
- Coordinate with available training resources to ensure that computer system training needs are met;
- Serve as primary contact on user acceptance issues. Attend regular meetings hosted by central office to identify field issues, set priorities and share best practices, particularly in the area of Information Resources;
- Perform data queries to produce reports for the region or departmental treatment facilities;
- Work with the Data Quality unit in monitoring data quality;
- Coordinate corrections to data in response to feedback from the Data Quality unit;
- Maintain ongoing communication with the Data Quality unit regarding progress in addressing data quality concerns;
- Maintain appropriate TN KIDS tables; and
- Administer system security for the employees in the represented area.

This group of staff continue to meet periodically in the central office for specialized training, to have contact with central office staff and to engage in problem solving related to regional implementation of TN KIDS. The department started with 18 full-time FSAs and nine backups. As this job has evolved there are currently 20 full-time staff plus nine backups. These individuals have become critical to the duties described above and quite successful. They are the master keepers of each region's and facility's plans to assist front line staff to transition into the live use of TN KIDS on every desktop. They are the primary regional contacts for and with central office to receive and distribute time-sensitive and detailed information regarding data integrity, quality, use and enhancement to the TN KIDS system. FSAs have participated in software engineering change work groups and software deployment verification processes. They have worked steadfastly as TN KIDS University facilitators, and constantly strive to improve morale of staff who are experiencing a significant procedural and organizational change through the implementation of TN KIDS live.

Development of Family Support Services

In FY99-00 DCS developed the model of the Family Support Services program. The Family Support Services program will provide services to keep children and communities safe while empowering families to remain together. Family Support Services will allow for treatment and intervention with the client family without isolating family members for individual services. Some family members may receive individualized services, but the

entire family unit will be involved in the service delivery system. This concept views the family as a whole with the problems and issues of one member directly impacting the other members.

The heart of Family Support Services will be the provision of targeted case management services by the staff of the Community Services Agency. Targeted case management (TCM) is an activity that involves engaging the family in a positive helping relationship and empowering them to solve problems that put the child and family at risk. TCM includes initial triage, developing a plan with the family, linking the family with resources in the community, and advocating for the child and family to receive needed services. Once a service plan is established, the Family Support Services case manager will continue to contact the family on a regular basis in order to assess their progress in reducing risks. The average length of service in the Family Support Services program will be six months.

In addition to targeted case management, Family Support Services will link families with other service providers to meet specific treatment needs. Family Support case managers will assure that eligible families are enrolled in the TennCare system so that they can also receive TennCare covered services to meet their needs. If families are not TennCare eligible, they may have private insurance that will provide services for the family and the Family Support case manager will help families access these services. Finally, if there are no other resources available, the Family Support case managers may refer families to services purchased by the Community Services Agency. Regardless of the source of the services, the role of the family support case manager will be to engage families in the problem-solving process and to help them navigate the services delivery systems in their communities.

The department will implement Family Support Services in the six eastern regions of Tennessee in the fall of 2000 and in the remaining six regions of the state by July 1, 2001.

Strategic Planning

In FY99-00, the Department of Children's Services significantly revised and expanded the DCS Strategic Plan for 2000-2003. The plan builds objectives and strategies upon the department's mission, vision, values and goals. In addition, DCS identified a measurement plan for each objective. These measures incorporate the departmental key performance indicators and the child welfare outcomes from the Administration on Children and Families of the federal Department of Health and Human Services.

A major challenge for departmental staff in developing the Strategic Plan was to integrate the wide range of planning and program improvement initiatives underway in the department. These initiatives included a three-year improvement plan developed with the assistance of the Child Welfare League of America, a ten-year strategic planning process for Departmental Treatment Facilities, key performance indicators developed through Results-Oriented Management, outcomes-based contracts monitored by the department,

and other internal evaluation systems. In addition, the department is expected to track services and child welfare outcomes for the new external evaluation system, Child and Family Services Reviews, to be conducted by the federal Department of Health and Human Services on all state-level child welfare programs.

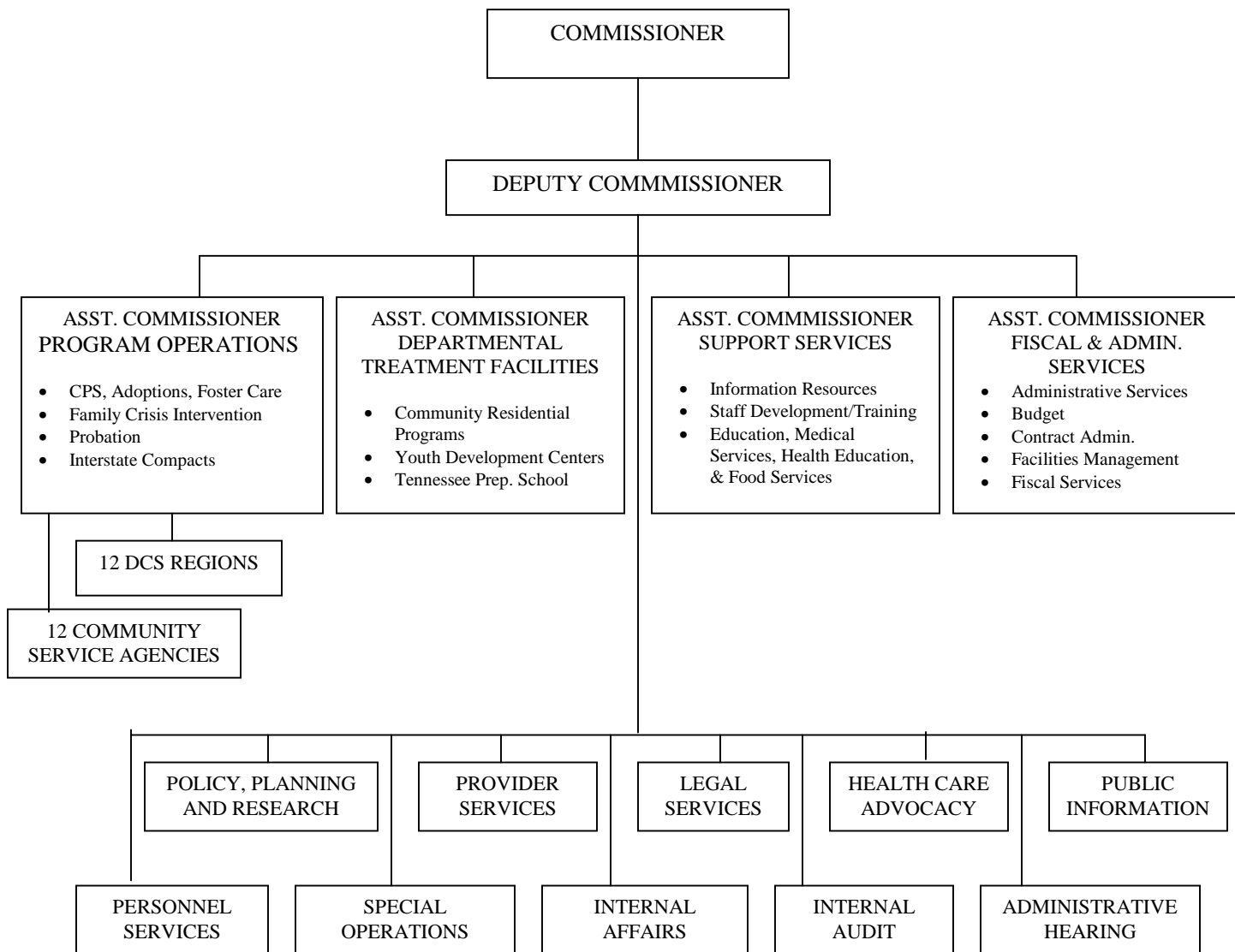
The DCS 2000-2003 Strategic Plan was developed through a series of meetings and seven work sessions conducted with the Deputy Commissioner, four assistant commissioners, other division and section directors, and various departmental managers in central office. This process resulted in broad-based participation and input into the document, with strong feelings of ownership of the goals, objectives, strategies and measures. A draft of the strategic plan was distributed to regional administrators, CSA executive directors, and Departmental Treatment Facility administrators throughout the state for their review and feedback. A retreat bringing together central office, regional and the facility administrators was held in July 2000 to ensure that the goals and objectives guide daily practice throughout all levels of the department. In addition, the department plans to make this plan a "living" document through quarterly review meetings in central office.

The DCS 2000-2003 Strategic Plan represents significant progress in integrating planning, "best practices" service provision, and ongoing evaluation of outcomes as the Department of Children's Services strives to improve the lives of children and families in Tennessee.

Chapter 2: Departmental Organization

The Department of Children's Services is organized into four main divisions: Program Operations, Departmental Treatment Facilities, Support Services, and Fiscal and Administrative Services. Each of these divisions is headed by an assistant commissioner, who reports to the Commissioner, through the Deputy Commissioner. Ten smaller departmental divisions also report to the Commissioner through the Deputy Commissioner. The central office of the Department of Children's Services is located in Nashville. Service delivery is coordinated through 12 geographic regions with regional DCS offices and Community Services Agencies (CSA). There are approximately 3,400 employees statewide. Figure 1 illustrates the organizational structure of the department.

Figure 1: Department of Children's Services Organizational Chart

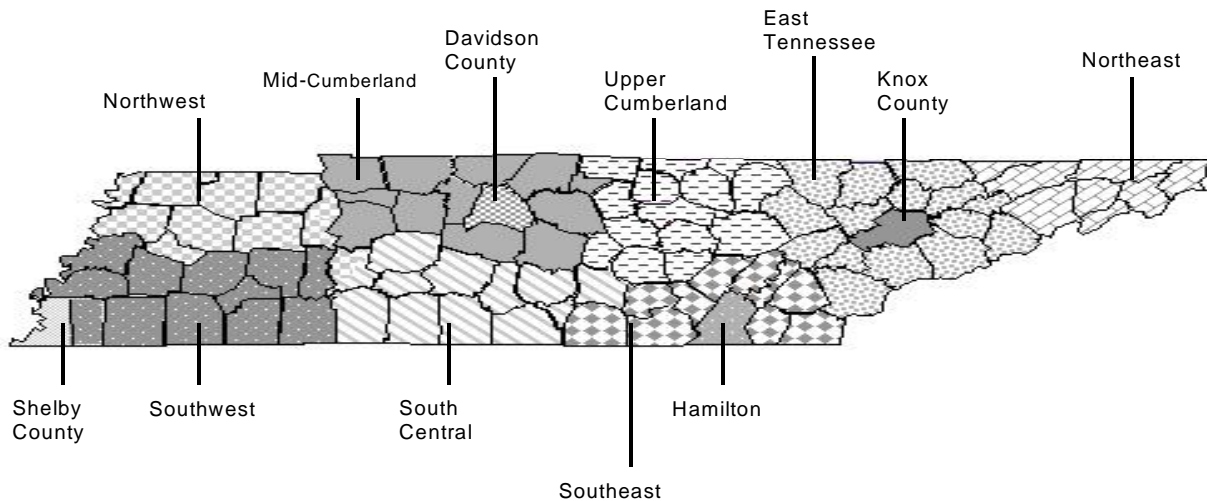


Program Operations

The Program Operations division of DCS includes Child Protective Services, the Foster Care and Independent Living unit, Adoption Services, Family Crisis Intervention Program, Probation Services, and Interstate Compact. Program Operations oversees and sets policy for the regional operation and the implementation of DCS services across the state. Directors in the Program Operations division manage the specialized units. The units are responsible for writing program policy and training field staff on the implementation of policies and procedures. Directors consult with field staff on a daily basis on individual cases and on systemic improvements.

The department's services are delivered by staff in 12 regions, as illustrated in Figure 2. Four regions are in the urban counties and the remaining eight are considered rural regions and consist of multiple counties. The four urban regions are Knox County (Knoxville), Hamilton County (Chattanooga), Davidson County (Nashville) and Shelby County (Memphis). The eight rural regions are Northeast, East, Southeast, Upper Cumberland, Mid-Cumberland, South Central, Southwest, and Northwest. In each region, a regional administrator manages administrative duties and staff oversight in the regional office and in any satellite office the region may have.

Figure 2: Department of Children's Services Geographic Regions



Additionally, the department contracts with 12 Community Service Agencies (CSA) that act in a quasi-governmental capacity. Each DCS region has a CSA that works hand in hand with the department to provide services to children and families. The Community Service Agency is administered by an executive director who is hired by a regional Board of Directors. Every county in the state has a representative on a CSA Board.

Custodial services provided to children and families are based on an assessment of the child's problems and situation, permanency planning as to what goals are appropriate for the child, and timely and appropriate placement for safety, housing, and treatment if needed. Non-custodial services are focused on prevention and protection. Non-custodial services provide services for families to prevent crisis situations and removal of children.

Departmental Treatment Facilities

The primary function of this division is to provide a continuum of services for juvenile offenders in need of residential placement. Residential programs within the division include four Youth Development Centers and 13 group homes. The division has three specialty programs, which are the Johnson City Observation and Assessment Center, and Lift Academy, and Peabody Residential Center. This division also supervises the Tennessee Preparatory School, a residential school for dependent, neglected or unruly adolescents.

The four Youth Development Centers provide hardware-secure treatment programs for delinquent youth, ages 13 to 19. Services including education, vocational skills, medical and dental services, recreation, self-help, and independent living skills are provided at each center. Various specialized services are also available, including alcohol and drug treatment, speech therapy, and behavior management. The 13 group homes are community-based, staff-secure programs designed for youth who have been evaluated and determined appropriate for community placement. The group homes provide a structured program consisting of academics, counseling services, independent living skills training, access to medical/dental services, as well as community service and/or actual work experience. The Youth Development Centers, group homes and other Departmental Treatment Facilities programs are described in Chapter 4.

Populations Management Unit

The Populations Management unit is a central office unit that coordinates population issues within Departmental Treatment Facilities. Its primary function is placement of delinquent youth in DCS Youth Development Centers and community-based group homes.

Special Populations Unit

The delivery of mental health and mental retardation services and the issues surrounding those services are monitored by the Special Populations unit. The unit also oversees the

Peabody Residential Program and monitors the Jackson Academy and First Hospital Level IV contract programs. The Special Populations unit also coordinates the placement and tracking of delinquent youth placed in mental health institutes, Department of Correction custody, or out-of-state programs.

Departmental Support Services

The division of Support Services provides technical support and professional services to staff and youth throughout the department. The Support Services division is responsible for Federal Title VI and Title IX monitoring and program implementation for the Department of Children's Services.

Education Programs

The Education Programs unit oversees educational services for the more than 2,000 students in state custody, over 50% of whom are special education students. The educational program begins with a complete evaluation and assessment of each student's needs. A treatment team develops an IPP (Individual Program Plan) for regular students or an IEP (Individual Educational Plan) for special education students. The student moves through the appropriate school program at a rate based on his or her needs and behavior.

Each school is working toward consistency among all facilities. During FY99-00 the Education Programs section formed a textbook committee to ensure uniform textbooks throughout the schools and a school research committee to consolidate the way school cumulative records are kept in the system.

The General Educational Development (GED) test, available to students age 17 and older in the five large school sites, was administered several times during the year. The resulting passing rate for the 1999-2000 academic year was 90%, a 4% improvement over the 1998-1999 academic year. Each school held graduation ceremonies during which graduates received either a high school, a special education, or a GED diploma.

Medical Services

The Medical Services unit is responsible for providing medical, nursing, dental, and mental health services necessary to maintain the health of each child in the department's custody. This unit has the responsibility for planning, organizing, coordinating, and monitoring health service delivery to children committed to the department, thus ensuring accountability, continuity, and consistency of care. For the four Youth Development Centers, Medical Services provided a total of 193,605 outpatient visits at facility clinics during this fiscal year. These visits included nurse, physician, medical associate, and Health Department visits, as well as medication pick-ups.

Health Education

The Health Education unit is responsible for the HIV/AIDS Awareness program for youth and employees. All youth in Departmental Treatment Facilities are provided education to help them make safer choices related to health and sexual behaviors. More than 1,400 youth received AIDS education while in state custody at 16 community facilities and at the four Youth Development Centers.

Annual AIDS educational updates are offered to employees. More than 200 employees participated in the annual AIDS updates during FY99-00.

Food Services

The Food Services unit provides nutritionally adequate meals for all students including those receiving modifications for medical or religious reasons. The unit has the responsibility for writing, pre-costing, monitoring, and modifying the menus used in DCS facilities. Food Services collects and reviews monthly food costs for each program, and submits and maintains child nutrition program funding. During the 1999-2000 fiscal year, over one million meals were served at 20 DCS facilities throughout the state. Additionally, over \$950,000 in income and USDA commodity value was generated through the child nutrition program.

Fiscal and Administrative Services

The Fiscal and Administrative Services division has five major units: Administrative Services Support, Budget, Contract Administration, Facilities Management, and Fiscal Services.

Administrative Services Support

The Administrative Services Support unit is responsible for procurement of services, state property and inventory control systems, motor vehicle management, real property management, risk management, forms and publications management, voice telecommunications coordination, and management of postal and printing services for all departmental operations.

Budget

The Budget unit is responsible for the department's budget development, monitoring of expenditures and revenue, and program and budgeting analysis.

Contract Administration

The Contract Administration unit is responsible for the administrative processing of all contracts for the department, as well as managing the Request for Proposal process.

Facilities Management

The Facilities Management unit oversees the department's capital construction projects, capital maintenance, and major maintenance. An ongoing facility inspection is performed at all state-owned locations to ensure that the department's facilities are maintained at an efficient and effective level of operation. The unit is charged with assisting the department in complying with federal safety standards, fire codes, building codes, and health standards.

Fiscal Services

The Fiscal Services unit is composed of four sections. The Payables section processes contractor invoices, purchase order invoices, employee travel claims, payroll, and all other payments. The Receivables section is responsible for federal cash draws, recording revenue, monitoring receivables, and maintaining the trust accounts of children in state custody. The Accounting section is mainly responsible for managing the cost allocation process. It performs the accounting for all federal grants. It is also responsible for maintaining the accounting structure for the department. The Eligibility section is charged with determining the financial eligibility of children served by the department for various federal and state funds.

Commissioner's Office

The Commissioner's Office includes ten separate administrative divisions that contribute expertise and carry out functions critical to the department's effectiveness. They are: Administrative Hearing; Health Care Advocacy; Internal Affairs; Internal Audit; Legal Services; Personnel; Policy, Planning and Research; Public Information Office; Provider Services; and Special Operations.

Administrative Hearing

The Administrative Hearing division is responsible for all hearings and appeals involving the department under the Uniform Administrative Procedures Act and rules of the Tennessee Department of Personnel. This office provides the general public an opportunity to appeal and have a fair hearing on issues related to the denial of applications for adoption assistance, or access to closed adoption records; removal of foster children from foster homes after more than twelve months of residency in a particular foster home; and due process proceedings for release of records regarding perpetrators of child abuse. The division also conducts hearings to address employee disciplinary actions, performance evaluations, and grievances defined by state law and the Tennessee Department of Personnel.

Health Care Advocacy

The Health Care Advocacy division promotes improved access to medical and behavioral services for children in state custody or at risk of coming into state custody. This division serves as a liaison with other state agencies and TennCare managed care organizations (MCO) and behavioral health organizations (BHO), manages departmental implementation of compliance with TennCare issues, and assists in developing policies and procedures related to health services for children in custody. Health Care Advocacy also provides central office support and technical assistance to regional health advocacy units. Implemented in May 1999, these regional units continue to grow in their knowledge of TennCare services and how to better advocate for children in custody. Health advocacy units help case managers use the managed care system and file appeals to the TennCare Solutions Team when MCO or BHO services for children in custody are delayed, denied, reduced, suspended or terminated.

Internal Affairs

Internal Affairs is primarily responsible for investigating allegations of malfeasance and nonfeasance by employees, as well as criminal violations committed by juvenile offenders while in state custody. The unit is responsible for conducting impartial and prompt professional investigations and administrative reviews, and for ensuring timely adjudication of all allegations of misconduct by the department and its employees. The unit conducts sensitive departmental investigations and background verifications regarding employees, foster parents, and adoptive parents. The central office unit is the department's primary liaison with federal, state and local law enforcement agencies.

Internal Audit

Internal Audit ensures departmental fiscal compliance in accordance with all applicable statutes and regulations of law. The unit audits program services, facilities, assets and liabilities, and other areas within the department. This unit also assists management in evaluating and strengthening internal controls. Internal Audit serves as the liaison to the Office of the Comptroller of the Treasury, and notifies the Comptroller's office of lost or stolen departmental property after a thorough investigation is completed. This unit is also responsible for notifying the Comptroller's office of any misappropriation of state property or monies through employee malfeasance and misfeasance.

Legal Services

The Legal Services division of the Department of Children's Services now consists of 54 attorneys located in 22 offices across the state. The DCS attorneys prosecute all of the dependent/neglect/abuse cases brought by the department in which DCS alleges a parent or other caregiver has abused or neglected a child in his/her care. The attorneys counsel with DCS case managers; prepare petitions alleging dependency, neglect or abuse; and prepare for trials. After the court has determined that a child is neglected or abused and if

the child is placed in state custody, the attorney continues to represent DCS throughout the permanency process, such as in foster care review, permanency hearings, termination of parental rights, and the adoption process.

Personnel

The Personnel division assists the department and its service sites across the state in the hiring, promotion, and separations of employees and in the administration of employee benefits. This division is responsible for personnel records administration and control of cost centers and positions. Personnel provides the coordination of training on personnel and human resources issues, the monitoring of leave and attendance, and the calculation and administration of position classification and salary administration plans.

Policy, Planning and Research

The Policy, Planning, and Research (PPR) division coordinates policy development, planning, and research and evaluation activities for the department. The division provides senior management with the data and analyses needed to make informed decisions about DCS programs. In addition, PPR provides information and data to the Governor's office, the legislature, federal agencies, other state agencies, and public and private groups that work with children's issues.

The Policy Development section maintains, supports, and facilitates a system of integrated policies and procedures from the various divisions and sections that form the Department of Children's Services. The review of draft policies allows for input from staff at all levels during the development and review phase. Staff who provide direct service must have input so that directions are clear and unnecessary steps and paperwork are eliminated. At the end of fiscal year 1999-2000, there were 334 approved policies on-line for all DCS staff and 15 newly drafted policies in process awaiting input from the field.

Policy, Planning, and Research coordinates the Strategic Planning process with the Center for Effective Government and with central office and regional staff in the department. The Strategic Plan is reviewed and updated annually to develop goals, objectives, and strategies that address the mission of the department and align them with the Governor's Strategic Plan. PPR also coordinates the development, testing, and updating of the Business Resumption Plan to continue departmental operations in case of a disaster or emergency.

The division conducts analyses on data from the TN KIDS database to produce regular statistical reports for the department as well as ad hoc reports to meet other requests. It also conducts analyses and prepares reports to meet federal and state reporting requirements. A Data Quality unit works with Program Operations, Information Resources and the regional staff to ensure the integrity of the TN KIDS data. PPR also

coordinates research proposal requests from external researchers in academic institutions or other organizations.

Public Information Office

The Public Information Officer (PIO) represents the department by coordinating and disseminating information and establishing positive relations with the public and media. The PIO manages information, responds to media inquiries, and helps track issues that concern the department. The duties of the PIO are to assist in developing strategies and communication resources within the department, and to perform other administrative functions.

Provider Services

The Provider Services division furnishes the technical and programmatic support for residential and non-custodial contracts. The Department of Children's Services contracts for approximately 70% of services provided to youth and families through a network of private providers. Each year a regional needs assessment assists the department in making decisions regarding the types of services, number of services, and outcomes or results expected of contractors. The Department of Children's Services coordinates ongoing partnership activities with providers, committees, juvenile courts, advocates, families, and children. The department has approximately \$150 million in residential service contracts throughout the state.

Provider Services also coordinates, provides assistance and technical support, monitors, and assures the delivery of non-residential/non-custodial services. These services include coordination with other departments on programs such as Family Resource Centers, the Governor's Prevention Initiative, day care for at-risk families and children, and child health and adolescent development programs. Additional programs providing services to communities, children, and families include Juvenile Educational Academies, Juvenile Court programs, Home Ties, Community Intervention Programs, child sex abuse intervention programs, and other prevention programs for families and youth at high risk of entering state custody. In 1998, the department piloted a system combining fragmented intervention contracts into support services. This program, now known as Family Support Services, is coordinated by the Community Services Agency in each region, and allows services to be designed around a family's needs and to be provided in whatever area of the county or region the family lives.

Special Operations

Special Operations conducts management functions as assigned by the Commissioner or Deputy Commissioner. The unit responds to executive and legislative inquiries, conducts investigative research, and serves as an internal/external liaison and agency representative. The unit also receives, processes and tracks the resolution of all complaints and inquiries from both private and public sources. On a routine basis, the

unit assists the Commissioner's office in employee due process as well as administrative and operational management efforts.

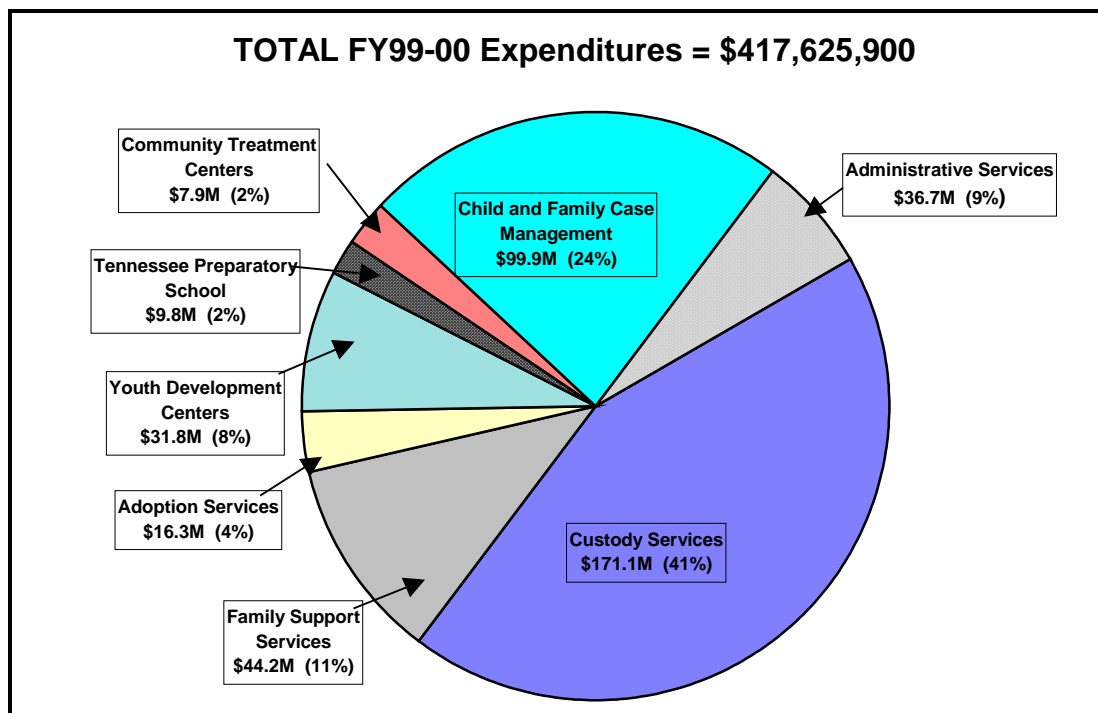
Funding for Departmental Services

Expenditures

Total expenditures of the Department of Children's Services in FY99-00 equaled \$417,625,900. Figure 3 summarizes the department's FY99-00 expenditures.

- Custody Services- \$171.1 Million (41.0%). The largest category of expenditures was for custody services, totaling \$171.1 million. Within the custody services category, \$146.4 million was expended on residential contract services and \$16.7 million was expended on individual foster home care. The remaining \$7.9 million in this category was expended on other custody support services, primarily to meet treatment needs and enhance reunification efforts.
- Child and Family Case Management - \$99.9 Million (23.9%). Funding for the 12 DCS and 12 Community Service Agency regional offices and field staff providing case management services to custody children, children needing adoptive placements, non-custodial case management, and child protective services investigations.
- Family Support Services - \$44.2 Million (11.1%). Purchase of non-custodial intervention/prevention services, such as family preservation, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.
- Youth Development Centers - \$31.8 Million (8.0%). Funding for the operation of the department's four secure Youth Development Centers for delinquent youth (Mountain View, Taft, Wilder, Woodland Hills).
- Administrative - \$36.7 Million (9%). Funding for DCS central office administrative operations which include the Commissioner, Deputy Commissioner and all Assistant Commissioners; the TN KIDS information system; legal services; fiscal services; policy, planning and research; personnel; provider support; institution support; and program support.
- Adoption Services - \$16.3 Million (3.9%). Payments for special needs adoption assistance, adoption recruitment and placement services, and adoption support services.

Figure 3: Department of Children's Services Expenditures Fiscal Year 1999-2000



- Tennessee Preparatory School - \$9.8 Million (2.3%). Funding for the operation of the Tennessee Preparatory School, a residential school for dependent, neglected, and unruly children placed in DCS custody.
- Community Treatment Centers - \$7.9 Million (1.9%). Funding for the operation of the department's 13 group homes, a residential observation and assessment center, and a community educational academy, primarily for delinquent youth.

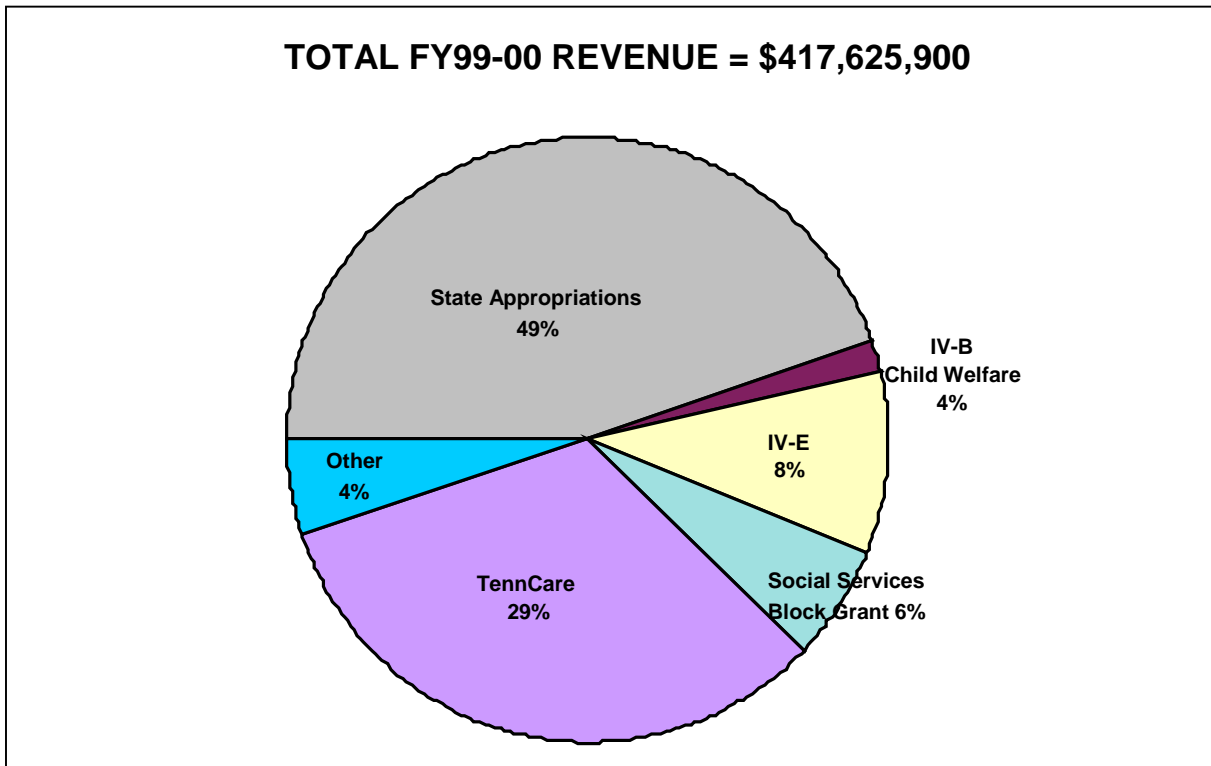
Revenue

Figure 4 illustrates the sources of funding for the department's FY99-00 total expenditures. State appropriations of \$202,893,600 represented 48.6% of the total funding. The major federal funding sources were Title IV-B (\$15,211,100 or 3.6%), Title IV-E (\$34,761,300 or 8.3%), and the Social Services Block Grant (\$26,663,500 or 6.4%). TennCare funds equaling \$121,036,300 represented 29.0% of all funding. The remaining \$17,060,100, which represented 4.1% of expended funds, came from a variety of other sources.

Title IV-E is a federal entitlement program. Federal guidelines require that DCS earn reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver through which Tennessee operates its Medicaid program. TennCare functions as a capped health care entitlement program. TennCare reimbursement earned

by DCS is also based upon eligibility criteria for each child served. TennCare funds are used to reimburse treatment and administration, while Title IV-E funds reimburse room and board, training, and administration. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment.

Figure 4: Department of Children's Services Revenue Fiscal Year 1999-2000



Chapter 3: Non-Custodial Services

The services provided by the department are divided into the two major categories of non-custodial and custodial programs. The purpose of the non-custodial programs is to protect children from maltreatment or to prevent entrance into state custody. Included are prevention services, child protective services, family crisis intervention, probation services, and several juvenile justice grant programs.

Prevention Services

Prevention, diversion and intervention services are investments in families through a variety of services and concrete assistance to enable families to remain intact. The services are made possible through the Child Abuse Prevention Grants, the Social Services Block Grant, and Intensive Family Preservation Services.

Child Abuse Prevention Grants

In 1984, the Family Violence Shelter and Shelter Services and Child Abuse Prevention Services Act, Public Chapter 930, was passed. This Act authorized the marriage license tax which generates revenue for both family violence and child abuse prevention services. In July 1996, the Child Abuse Prevention program was transferred from the Department of Human Services to the Department of Children's Services. Tennessee does not have a Child Abuse Prevention trust fund as many other states have, but rather uses the revenues from the marriage license tax to fund programs.

This state funding, along with federal Community Based Family Resource and Support Grant, allows the state to fund programs that provide basic information on child abuse and neglect and child sexual abuse to the community. Additionally, high risk populations such as early prevention services to first-time parents, teen parents, disabled parents or parents of disabled children receive services that are usually home based. Also, this

service funds parent training, parent support groups, and parent help hotlines. Priority is given to parents of babies, as research has shown that early intervention is the most effective in preventing abuse and neglect. These programs are nurturing, supportive, and designed to teach families how to parent effectively. Other priorities of service are for rural programs, programs in low-income neighborhoods, and programs that target underserved populations. Public awareness programs are designed to help community members (both children and adults) recognize the warning signs of abuse and to inform them of how to access help when needed.

Forty-one such programs were funded in Tennessee for fiscal year 1999-2000. Funds are allocated on a regional basis based on child population and the rate of child abuse in each region. The total funding, which is just over one million dollars, includes both state and federal funding. In addition to the marriage license tax revenue of \$380,000, there is a \$150,000 recurring state appropriation. There is also new revenue from the sale of "Children First" auto license tags.

The Child Abuse Prevention programs use pre-tests and post-tests, as well as client satisfaction surveys, to measure program effectiveness. Of the 39 (out of 41) contract programs that reported outcomes, all demonstrated that the clients experienced an increase in knowledge of parenting skills and child development, and an increase in self-esteem.

Social Services Block Grant

The Social Security Act of 1935 mandated federal financial participation to states for delivery of social services. In 1981, federal financial participation changed from an entitlement grant to a block grant. Social Services Block Grant (SSBG) funds are used by the Department of Children's Services to support services provided directly by DCS staff and to purchase services through grants and contracts with other public, private or state agencies. SSBG grantee agencies are required to give service priority to protective service clients who are authorized by DCS staff. SSBG funds cannot be used to purchase counseling services that are medically necessary, medically prescribed, medically oriented and provided under the direction of a physician as these are reimbursable under TennCare. DCS purchases the following services with SSBG funds:

- Protective services are provided for children under 18 years of age who have been or are in imminent danger of being abused, neglected or exploited and require services to prevent this from occurring. Family members, legal guardians and/or others identified by and approved by DCS may be served on behalf of the child. Services may include diagnosis, evaluation, counseling, treatment, and supervised visitation.
- Homemaker services are supportive services provided by qualified persons employed as homemakers. Services are designed to provide for protective supervision or household assistance to families with children in need of these services.

- Child development services are provided to children under six years of age who are at risk of abuse or neglect, who are at risk of or have manifested developmental delays, or who have a verified handicap. This service is designed to foster physical, social, emotional and intellectual development through provision of comprehensive and preventive services. Also included in the target population are expectant mothers under the age of 18 who are at risk.
- Pregnancy and parenting services are preventive services designed to assist teenagers in identifying their capability and desire to parent their child(ren) and/or expected child(ren).

A total of 7,077 children were served by the above service types during FY99-00. On customer survey samples, which included 11% of those served, 98% of the responses indicated satisfaction with the services received. This was the first year that outcome measures were applied for the protective and homemaker services categories. Of 1,217 children who had completed one year from the date the case was opened, 98% were not re-referred for abuse or neglect and 98% remained with their families and consequently did not enter state custody.

Child care services (also provided by SSBG funding) involve the care, education, supervision and guidance of a child on a regular basis for less than 24 hours per day. All child care providers must be regulated (licensed or approved by the appropriate agency). The Department of Children's Services purchases child day care services for custodial children placed in foster homes and for non-custodial children to prevent custody placements. DCS purchases these child care services through a network of providers administered by the Tennessee Department of Human Services. For fiscal year 1999-2000, an average of 530 custodial children and 403 non-custodial children were served each month.

Intensive Family Preservation Services

Intensive Family Preservation Services was created by Senate Bill Number 224 and the act took effect on July 1, 1991. The program is designed to work with families with multiple and severe problems and where at least one child is at imminent risk of out-of-home placement. The services provided are intensive, short-term, in-home crisis intervention and family education services. These services are also used to reunify a family when a child has been in an out-of-home placement and this level of intervention is needed to enable the child to return home and successfully remain there. Families cannot be placed on a waiting list and referrals must be responded to within 24 hours. Services must begin within 48 hours of the referral. Support is available to the family 24 hours per day, seven days per week.

The service goal outcome is that 80% of children served will not enter state custody for six months following the date the case is closed. During FY99-00, 2,362 clients were served. Of this number, 1,003 of the children completed six months since the date that

the case was closed. Of these, 941 (94%) children at imminent risk of out-of-home placement had not entered state custody.

Agencies providing intensive family preservation services provide data on consumer satisfaction. Of 1,645 clients solicited, 929 (56%) returned surveys. Of those clients returning surveys, 98.7% indicated satisfaction with the services they received.

Child Protective Services

Tragically, each year many Tennessee children are harmed and some are even killed by child abuse and neglect. The Department of Children's Services investigates allegations of child abuse and neglect, determines whether the allegations are substantiated, and acts to protect the child from future harm.

During calendar year 1999, 33,629 alleged child abuse or neglect incidents were reported to DCS's Child Protective Services (CPS). After investigation, 10,611 (31.6%) of the investigated cases were "indicated," meaning that enough evidence was gathered to lead to the reasonable conclusion that incidents of abuse or neglect had occurred. Of the indicated cases, 4,942 (46.6%) were cases of neglect; 2,230 (21%) were cases of sexual abuse; 2,124 (20%) were cases of physical abuse; and the remaining 1,315 (12.4%) cases were other types of maltreatment such as emotional abuse. Sixty-three percent of the children represented by the indicated reports were Caucasian, 32% were African-American, and 5% were children of other races. Fifty-three percent of the children who were victims involved in indicated reports were female, and 47% were male. The age distribution of these children included 21% under three years, 19% ages three to five, 36% ages 6 to 11, and 24% ages 12 to 17.

An infant named "Danielle" was placed in DCS custody through the CPS team due to severe child abuse. Danielle was hospitalized and not expected to live. At one point, the hospital asked the department to determine the proper procedure for removing a DCS custodial child from the life support system. It was reported that a court official indicated that this was one of the most severe child abuse cases that had been seen at the court. Danielle's condition eventually improved to the point that placement was made in a DCS foster home. She has severe medical problems that will continue throughout her life. The DCS foster parents expressed their desire to adopt Danielle. The adoption has been finalized and a very special child, who will have medical problems all of her life, is being loved and cared for by wonderful adoptive parents.

During calendar year 1999, more than 85% of the alleged perpetrators of child abuse and neglect in Tennessee were parents or other relatives of the victims. The perpetrators can be either adults or adolescents. Of the cases where a precipitating event was identified, 43% singled out the perpetrator's substance abuse as a significant contributor to the maltreatment.

The department has 281 staff that are specifically trained and have full-time responsibility for child abuse and neglect investigations. A child abuse and neglect investigation is a fact-finding process. The case manager assesses the immediate safety of the child and collects, analyzes, and weighs information in order to determine if child abuse or neglect

has occurred. The process of investigation may include talking with the alleged child victim, parents, and/or the alleged perpetrator; observing a young, non-verbal child; obtaining medical and psychological evaluations; and talking with other professionals or persons (neighbors, friends, etc.) who have knowledge of the child's situation. During the investigative process, case managers continually evaluate the risk to the child.

In reports of child sexual abuse, state statute requires that investigations be conducted by a Child Protective Investigative Team composed of representatives from the district attorney's office, Child Protective Services, law enforcement, the juvenile court, child advocacy centers and mental health services.

Following the investigative activities, the Child Protective Services case manager, team leader, and when involved, the Child Protective Investigative Team, will review the collected information. As a team, they determine if the child was abused or neglected, what problems led to the abusive/neglectful situation, and if services should be provided to prevent further risk of harm.

"Nae-Shawn," a 14-year-old, was left in the custody of his aunt because his mother entered an in-patient rehabilitation program. She never came back to get the young man and his aunt was having a hard time supporting him. The aunt contacted DCS for assistance. Nae-Shawn was very big for his age, so the DCS case manager decided to contact a local professional sports team to see if they would be able to donate some clothing items for him. The local sports office worker misunderstood the request and said that the case manager would have to put her request in writing and fax it to her. The wife of one of the professional players was in the office when the fax came in and immediately said she wanted to help. She went home and told her husband. They gathered clothing for Nae-Shawn and delivered them to the office with a note placed in the box for him. The professional sports family wanted to become mentors to the young man. Nae-Shawn was later able to meet the family and was ultimately placed in their custody.

When the immediate safety or well-being of a child is endangered, the department has the authority to seek a court order to remove the child from the custody of his/her parents or caretaker or to seek court ordered services for the family.

Reporting Child Abuse or Neglect

State law (T.C.A. § 37-1-403) requires that any person who suspects child abuse or neglect report their concerns to the department. During calendar year 1999, 19% of reports received by CPS were made by law enforcement professionals, 17% were made by relatives of the child(ren), 13% were made by school personnel, and 10% were made by friends or neighbors of the family. The remaining 41% of reports to CPS were made by other sources including health care professionals, social services personnel, local courts, and the alleged victims.

Reports of child abuse or neglect must meet the following criteria to be accepted for investigation:

- The alleged child victim is less than 18 years of age.

- The reporting source has reasonable cause to believe that a child has been harmed or is at substantial risk of being harmed in the immediate future.
- The alleged perpetrator is a parent or caretaker; a relative or other person living in the home; an educator, volunteer, or employee of a recreational/organizational setting who is responsible for the child; or any individual providing treatment, care or supervision for the child.

DCS accepts all referrals involving sexual abuse of children under the age of 13 years regardless of the relationship between the alleged victim and the alleged perpetrator. DCS does not investigate allegations of sexual abuse of a child 13 to 18 years old by an alleged perpetrator who does not have a relationship with the child, as defined above. DCS may assist law enforcement or the district attorney's office in such cases if resources allow.

CPS Services to Intact Families

Parents or caretakers are sometimes abusive or neglectful due to lack of parenting skills or lack of knowledge about child development. Department of Children's Services case managers use a risk assessment instrument to assess risk to the child. If the case manager determines that services may benefit the family, a case manager works with the family to address the identified risk issues in the home.

Family Crisis Intervention Program

In 1996, state lawmakers enacted legislation directing the Department of Children's Services to create the Family Crisis Intervention Program (FCIP). This program provides services to unruly children who are at serious risk of entering the state's custody. Unruly children exhibit behaviors such as running away, truancy or acting out beyond the control of their parents. The law directs FCIP to attempt to provide services before a judge can order a child into state custody for being unruly.

"Nicole" was truant at school, disrespectful to her parents and sneaking out of the house to see a boyfriend. The family was ready to "give up" when the crisis worker met them the first time. Through a series of interviews, the crisis worker helped the family identify their strengths and their roles. Meanwhile, Nicole was referred to a program that teaches adolescents what it would be like to be a parent, by having to take care of an "electronic" baby. She was also accepted into a program that pairs mentors with "at risk" youth, where she is getting involved in activities that teach social skills such as team work and trust building. Nicole now has a better understanding about the risks of pregnancy and is taking precautions. She and her family have improved their relationship and the case has been successfully closed.

If FCIP cannot resolve the problems that brought the child to the court's attention, then FCIP case managers must certify back to the court that further intervention by the court may be necessary.

Since the program's inception, FCIP staff have been serving approximately 7000 children and families annually. The program consistently reports success in about 94% of these

cases. When a case is unsuccessful, or when the application does not meet the program's criteria and is denied, the court is notified and can then take any further action it deems necessary.

Custody of unruly children has dropped substantially since FCIP assistance began. Prior to 1997, about 1200 (17%) of the children in custody were adjudicated unruly. Since then, this figure has dropped to 7%. This frees a significant number of DCS's limited placement resources for children in need of more intensive services.

Teams of FCIP case managers are located in every region across the state. Acting on applications made by either juvenile court or child protective services, these case managers provide immediate, short-term services to families who meet the program's criteria. FCIP staff is trained to use intervention techniques designed to resolve the immediate crisis and stabilize the family to its original, pre-crisis state. Throughout the stabilization period, the FCIP case manager is on call to the family around the clock. The case manager may assist the family for up to 45 days, and can make referrals to community services designed to help families while the children remain at home. In rare instances, the crisis worker can extend this time frame for another 30 days if the family has not quite met its resolution goals.

The program operates under the premise that, given appropriate community resources, families can be assisted to provide for their own children better than the state. Therefore, FCIP staff are also involved in helping to create and build community resources. DCS staff works with local school and court systems, as well as other organizations, to pursue both formal and informal avenues to assist families with unruly children.

"Terence" was brought into court for unruly behavior at school, and was referred to FCIP. The crisis worker helped Terence's family set up a behavior modification plan and showed them how to create and use a reward chart, and a chore list. Terence was soon able to reach his goals and to begin receiving rewards. At the crisis worker's suggestion, Terence's parents placed him in a summer recreation program with a lot of physical activities. The crisis worker referred the family to a private mental health agency that is providing counseling for the whole family. The family is able to see a big difference in Terence and believes he will succeed in school.

FCIP case managers are able to assist families with workable plans to stabilize the immediate crises, which could have led to the children being removed from the home. They also identify community services that the parents might never have located on their own.

Once the child and family have stabilized, the case manager closes the case, presuming that the family is better equipped to deal with any future problems. However, new applications for assistance can be made if the family experiences a new crisis involving the unruly child and court intervention is again sought. The program sets no limits on the number of times that a family can be assisted through FCIP.

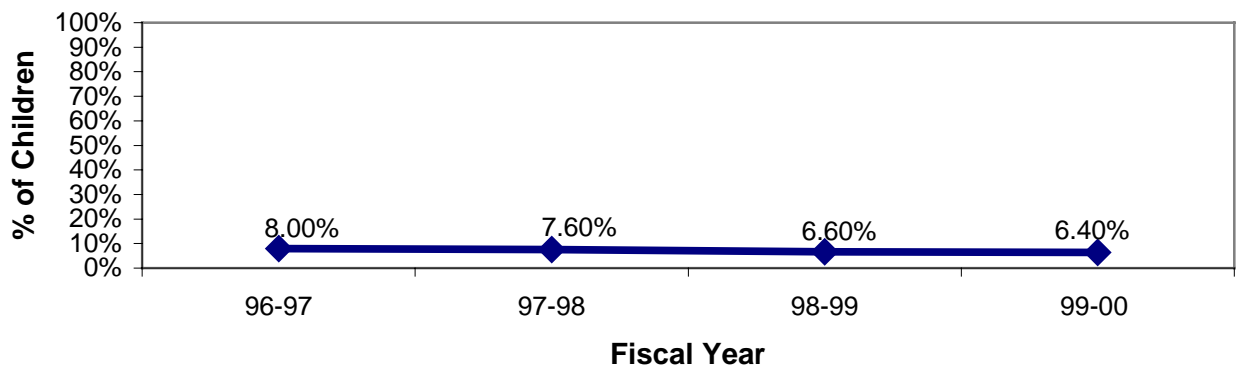
Juvenile Probation

When young persons are convicted of a violation of law, juvenile court judges often place them on probation. State probation services are provided by Department of Children's Services juvenile probation case managers and may include counseling for the youth and parents, monitoring of school behavior and progress, and referrals to needed community resources. The DCS juvenile probation case managers have graduated from an accredited college or university with a bachelor's degree. Each case manager completes 300 hours of pre-service training during the first year of employment and 40 hours of in-service training each year thereafter.

In January 2000 "Michael" was placed on probation for arson. At that time he was a "follower" and had little direction in his life. With the help of his case manager, Michael is now working to complete his G.E.D. certification; he is employed full-time, and is paying his restitution and fines. In addition to these endeavors, Michael has completed over half of his 3000 hours of community service work. Michael is now becoming a productive citizen and is no longer a crowd follower.

Probation services continue to be a cost-effective alternative to commitment of delinquent offenders. During fiscal year 1999-2000, a total of 5,244 delinquent offenders were supervised on probation. At the end of June 2000, 2,429 youth were being supervised on probation. Only 310 of these cases required a revocation of probation that resulted in the offenders entering state custody. Over the past four fiscal years, the percentage of youth whose probation has been revoked has declined each year. As illustrated in Figure 5, the probation revocation rate was 8% in FY96-97, 7.6% in FY97-98, 6.6% in FY98-99, and 6.4% in FY99-00. This constitutes a 20% decrease in probation revocation from FY96-97 to FY99-00.

Figure 5: Youth on Probation Whose Probation was Revoked Fiscal Years 1996–1997 through 1999-2000



Community Intervention Services Program

Community Intervention Services (CIS) programs provide community-based intervention, treatment, and intensive probation services for delinquent youth and their families. The department contracts with ten service providers across the state to provide intensive probation services in 52 counties. Community Intervention Services serves youth who would otherwise be committed to state custody due to delinquency or violation of a court order or youth who have been released from custody. In providing essential family, community corrections, and treatment, CIS reduces the number of commitments to the department or reduces the number of days in custody while the youth remains in the home and community.

During fiscal year 1999-2000, CIS programs served a total of 1,530 youth, who while under supervision performed a total of 20,441 hours of community service work, paid \$62,288 in restitution to their victims, and paid \$41,241 in court costs and fines. Eighty-five percent of the youth served remained in the community successfully. Services and activities provided for youth and families by Community Intervention Services include family, individual, and group counseling; parent, vocational, and value training; tutorial services; substance abuse education and counseling; and adventure outings and recreation events.

"Jerry" was 17 years old and living with his mother. He was in the 9th grade. Jerry was not doing well in school. He was not age or grade appropriate due to his failures in the past. He was failing his current schoolwork and had little hope that he would ever graduate. Although Jerry had no prior delinquent record, he was running with the wrong crowd and was headed for trouble. Jerry and another juvenile were arrested for multiple counts of mailbox vandalism. He pled guilty in court and was placed on probation. He was ordered to pay restitution and court costs. Everyone knew that Jerry had the potential to do better in school. Because he was so far behind, Jerry was referred to the local GED program. He was accepted in to the program and got a job at a local restaurant. Jerry excelled in the GED program. He was able to pay off all his restitution and court costs and completed the GED program in seven months. Because of the efforts of his case manager and school officials, as well as his own attitude and efforts, Jerry was recommended for discharge from probation after eight months. He is now the Assistant Manager at the restaurant and is hiring and mentoring other youth who are experiencing some of the same problems he overcame.

Juvenile Court Grants

The Juvenile Court Grants began as a challenge to the juvenile courts to initiate programs that would reduce the commitments of unruly and delinquent youth into state custody. The contracts are divided into three groups: custody prevention grants, truancy prevention grants, and case support grants.

Custody Prevention Grants

Custody Prevention grants are funded through 12 juvenile courts. These grants served a total of 1,885 youth, and all grantees were successful in achieving or exceeding the following goals:

- 100% of youth will be enrolled in school or a recognized GED program.
- 90% of youth completing the program will commit no violent crimes within 6 months of discharge from the program.
- 90% of youth completing the program will not be placed in a more restrictive environment within one year of discharge (this does not include dependency and neglect commitments).
- 85% of youth completing the program will not receive any additional court charges within one year of discharge.

Truancy Prevention Grants

Truancy Prevention grants were awarded to six agencies that served a total of 1,925 youth during fiscal year 1999-2000. The following goals were set forth:

- Reduce, or at least maintain, the 1997-1998 rate of commitment in the area served, as measured by DCS. All but one agency achieved or exceeded this goal.
- Reduce to zero, or maintain at zero, the number of youth committed to state custody for truancy as measured by court records. All programs achieved this outcome.
- Improve overall school attendance to meet state Department of Education guidelines (95% attendance for K-6; 93% attendance for grades 7 to 12). All the programs achieved or exceeded this outcome.
- Reduce the number of youth dropping out of school. All but one program met this goal.
- 100% of parents of youth found to be truants will be informed of school policy and state law as well as services available to the families. All programs met this goal.
- 85% of parents of youth served will participate in the program. All programs met this goal.
- 100% of youth served will be enrolled in school or a recognized GED program. All programs met this goal.
- 80% of children in these programs with a "D" average will improve their average by the end of the school year. Half of the programs achieved this goal.

Case Support Grants

Six Case Support grants offer basic court-related services such as pre-sentence investigations, monitoring of court orders, transportation, educational classes, casework services and crisis intervention. These programs served 8,650 youth during fiscal year 1999-2000 and had the following goals:

- Reduce or maintain the 1998-1999 rate of state commitments. Four programs met this goal and two failed to meet it.
- 75% of the youth will meet restitution requirements. All but one program met this goal.
- 75% of youth will complete their public service or make in-kind payments. All programs exceeded this goal.
- 85% of the youth ordered to participate in classes will do so. All but one program achieved this goal.
- While under court supervision, 80% of youth will not commit the same offense that the class is designed to prevent. All met this goal.
- 86% of youth will not violate the ordered curfew. All but one program met this goal.
- 70% of youth on probation will not be adjudicated delinquent while under the court's supervision. All programs met this goal.

Juvenile Accountability Incentive Block Grant

Congress created the Juvenile Accountability Incentive Block Grant (JAIBG) during the federal fiscal year 1998. Since this new allocation began, the department has received a grant award for approximately \$4.3 million annually from the Department of Justice. The grant encourages accountability-based reforms at the state and local levels.

Accountability-based reforms are measures that impose sanctions on juvenile offenders for every delinquent act, including probation violations. The reforms also escalate sanctions for each subsequent or more serious offense.

The JAIBG program directly allocates funding through the state to local units of government that meet JAIBG criteria. The state can use the remaining funds to fund programs that best meet the intent of the JAIBG and meet the program models found to be most effective in intervening with delinquent youth based on the recommendations of the JAIBG State Advisory Committee.

The department has a total of 32 JAIBG contracts, with at least one program in each of the twelve regions. Although the programs have not been in operation long enough for final evaluation, judges, law enforcement professionals and community leaders report being pleased with the improved intervention with delinquent youth.

Juvenile Education Academies

The purpose of Juvenile Education Academies (JEA) is to provide an effective learning environment and a continuum-of-care for at-risk students, to improve the safety of our schools and communities, and to reduce the likelihood of at-risk youth entering, or re-entering, the juvenile justice system. The target population to be served through these programs includes youth with one or more appearances in juvenile court who have failed to improve their behavior after all levels of suspension and/or alternative education programs have been attempted; high-risk students expelled from school due to serious zero tolerance violations (weapons, drugs, violence); and youth returning home from more restrictive placements.

The Department of Children's Services funded five pilot JEA programs beginning in January of 1998. Juvenile Education Academies are located in the following areas:

"Tonya" was a special education student with a very high IQ, who also was a known drug user and dealer. She had numerous charges in juvenile court. Profanity, violence, and anger were part of her personality. Her parents were afraid of her. The Juvenile Education Academy program turned her life around. She completed her GED while there and is successfully enrolled in a technical school. Tonya recently returned to the JEA to thank the staff for all they had done for her.

Bradley County (294

students), Jackson-Madison County (204 students), Johnson City (87 students), Maury County (40 students), and Memphis-Shelby County (38 students). Each program has proved to be effective in providing education and counseling services to high-risk youth in their communities without a need for placement in state custody.

A total of 663 students were enrolled in the Juvenile Education Academies statewide. Six hundred thirty-four of these students remained out of custody for a 96% success rate. These 634 students were served by these programs at an average annualized cost of \$1,419 compared to the annualized state custody cost of \$22,755. One hundred ninety-seven, or 31%, of the students successfully completed the JEA programs. The other 69% are still enrolled in the programs.

Chapter 4: Services for Children in Departmental Custody

The department operates under the premise that in most cases, given appropriate help and community resources, families can provide for their own children better than the state. When families are unwilling or unable to meet their child's needs with the assistance of non-custodial services, the child may be removed from the parents' custody. DCS provides assessment, permanency planning and appropriate placement for children committed to the custody of the state.

Process of Coming into Custody

Children and youth come into the care of the Department of Children's Services through one of three different avenues. Children may come into care as a result of: (1) a child protective service investigation which results in the department filing a petition with the juvenile court alleging that the child has been harmed or is at imminent risk of harm; (2) a third party filing a petition with the juvenile court alleging that a child is dependent or neglected, unruly, or delinquent; or (3) a voluntary placement.

Children coming into care as a result of a child protective services investigation have been the victims of serious child abuse or neglect, or it has been determined that they are at high risk of becoming a victim of child abuse or neglect and that remaining in their current environment would expose them to an unacceptable level of risk. DCS petitions the court for legal custody of these children until such time as reunification with their family is possible or until another permanency goal such as relative placement or adoption can be achieved.

Children who come into DCS's care as a result of a third party court petition have not, in most cases, been involved in child protective services investigations. Rather, the child comes to the attention of the juvenile court as a result of a petition filed by school

officials, relatives (including parents), or other agency officials such as probation officers or law enforcement officers. In these situations the juvenile court may determine that circumstances make it unsafe for a child to be returned to his/her home, or that a child is beyond the reasonable control of parents and out-of-home intervention is necessary, or that a child has committed a delinquent offense that requires treatment and rehabilitation services.

Rarely children come into care as a result of a voluntary placement. An example of a voluntary placement involves a parent learning that he/she needs medical care and that it is necessary for him/her to be hospitalized for a period of time. In the absence of family or friends with the capacity to care for his/her child, the parent then requests that his/her child be placed in temporary foster care. In some instances, birth parents may come to the department to make a plan of adoption for their child. Services are provided to the birth parents throughout this process and through post-placement of the child, when desired or necessary. Depending on the assessment of the situation and planning that has occurred, the child may be placed directly with adoptive parents or placed in temporary foster care until such time that legal rights of the parents are terminated and the child is free for adoptive placement.

In all cases, placement with DCS is viewed as a temporary situation. It is the goal of the department to secure permanency for children as soon as possible.

Commitment and Assessment

Each child that is placed in the legal custody of DCS receives an age-appropriate assessment. For departmental purposes, assessment is defined as the process of analyzing information in order to draw conclusions and make informed decisions and to identify children's treatment needs that are to be addressed while in state custody. This definition of assessment supports the belief that there must be an effort to obtain information before making important decisions that affect people's lives or taking actions that could have serious consequences for a child and/or family.

Accurate assessment is critical to identifying correctly the behaviors and conditions that must change in order for a child to return to his/her home and community safely. For this reason, DCS uses an assessment protocol that incorporates a variety of "tools" that assist staff in making informed decisions. An important tool used by case managers is a thorough social history. As a result of interviews with parents, children, other relatives, school officials, law enforcement officials, therapists, or other professionals who have previously worked with a family, an accurate picture of circumstances as they currently exist can be obtained.

There are other specific tools available to case managers to help guide them in decision making. When appropriate, case managers utilize a structured Child Protective Services Strength and Risk Assessment to help determine the level of risk of harm to which a child may be exposed in the home environment. When working with delinquent youth, case

managers use the Community Risk Assessment to determine the level of risk a child might present to the community if allowed to remain at home with probation services or if placed in a community-based residential treatment program. Assistance in determining the need for mental health services is obtained by using an assessment instrument developed by the University of Tennessee. This assessment instrument is referred to as the Shortform Assessment for Children (SAC). Finally, a formal Family Functioning Assessment is available for use in helping case managers to identify family issues that may impact a child's ability to remain in the home or to return home.

Children coming into care also receive Early and Periodic, Screening, Diagnosis and Treatment (EPSDT) services. EPSDT services include medical, dental, vision, and hearing screenings and other medically necessary services to correct or ameliorate illnesses or conditions found in screenings.

Permanency Planning

The assessment process culminates in a staffing (meeting) which involves the child (if age appropriate), parents, siblings, other relatives, foster parents, or other professionals that may be involved with a child. A permanency plan is the product of a staffing. A permanency plan is a written document that serves as a guide for DCS case managers, parents, the child, and those who provide services to the parent and child. A permanency plan establishes concrete goals to be accomplished by parents and the child in order for the child to be safely returned to the home. Timelines for achieving goals are established in the permanency plan. The permanency plan also serves to document the responsibilities of DCS in regard to making reasonable efforts to assist families in achieving their goals. The permanency plan provides an opportunity for concurrent planning, that is, pursuing two permanency goals simultaneously in order to achieve permanency as quickly as possible. The permanency plan must be approved by the court.

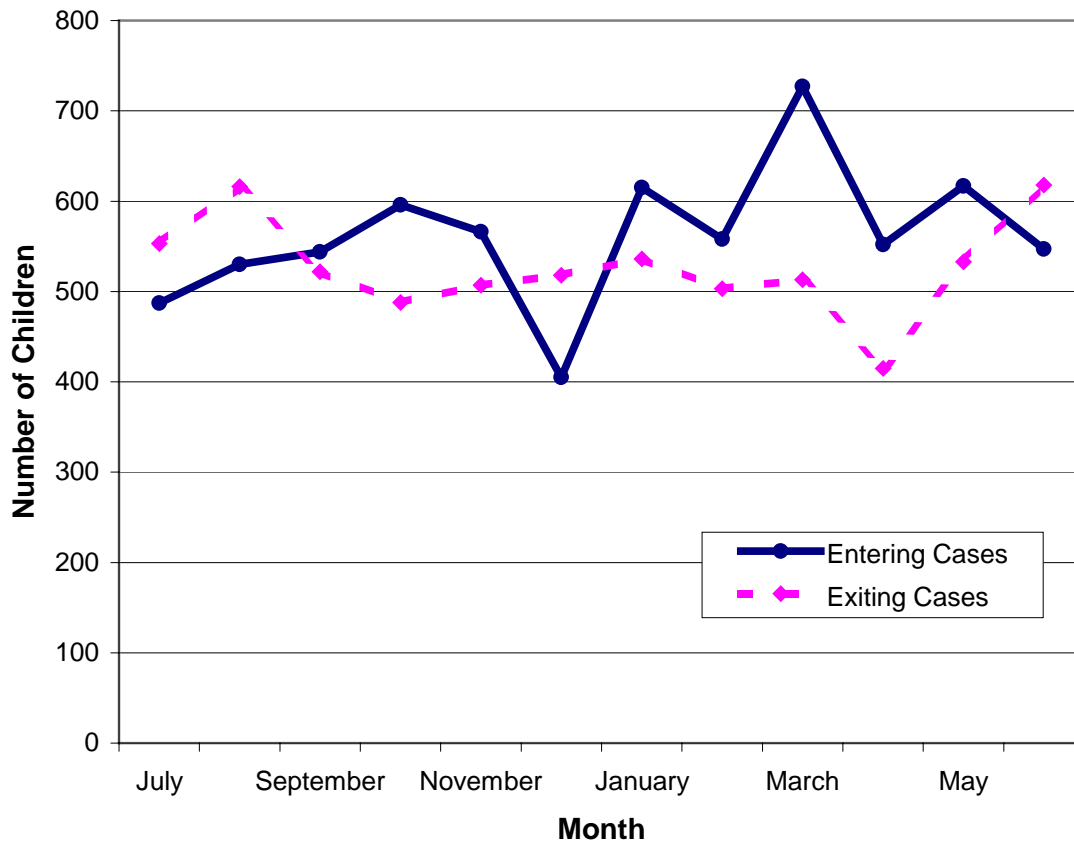
In the months following its development, the permanency plan is used by foster care review boards and the juvenile court as a guide to determine if DCS is making reasonable efforts toward securing permanency and if the parent and/or child is making progress in accomplishing goals set out in the plan. Once a permanency plan has been approved by the juvenile court, periodic reviews of the plan are held. The first permanency plan review takes place 90 days following the date the child was placed in foster care. A foster care review board or the juvenile judge having jurisdiction over the case may conduct the review. Reviews continue to take place every six months. The juvenile court judge is required to review the case at least annually.

Children in Custody

On June 30, 2000, a total of 11,105 children were in the custody of the department. During fiscal year 1999-2000, 6,744 children entered custody and 6,322 children exited custody. Figure 6 depicts the number of children entering and exiting custody each

month of fiscal year 1999-2000. The overall number of children in custody remained relatively stable. December had the fewest number of children entering custody, while March was the most active month for children entering custody. In April 2000, the number of children exiting custody was low compared to other months, while August 1999 and June 2000 were the highest. Region-specific information can be found in Table 1 in Appendix 1.

Figure 6: Children Entering and Exiting Custody by Month Fiscal Year 1999-2000



On June 30, 2000, the 11,105 children in active custody status included 57% males and 43% females. As can be seen in Figure 7, the number of male versus female children is slightly greater in the three youngest and the oldest age groups, but is significantly greater in the 13- to 18-year-old age group. This is due to the proportionately higher number of males who enter custody due to delinquent adjudication in this age group.

Figure 7: Children in Custody by Age Group and Gender on June 30, 2000

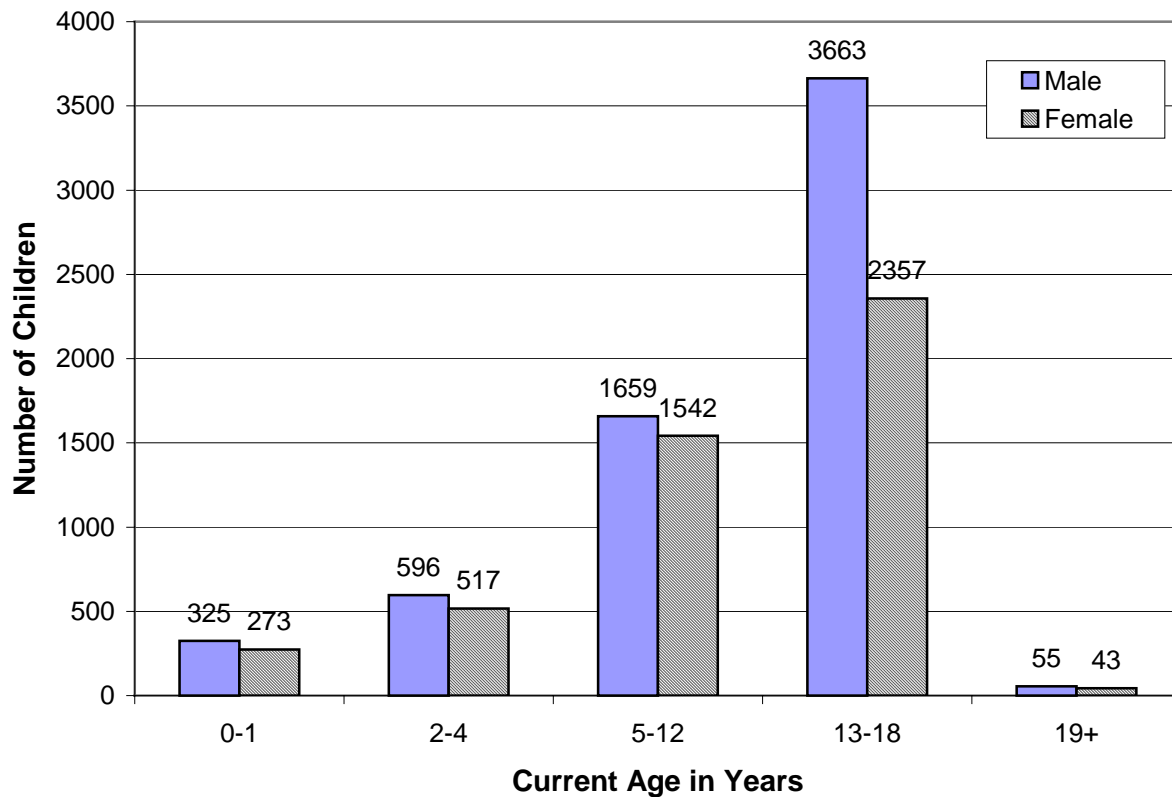
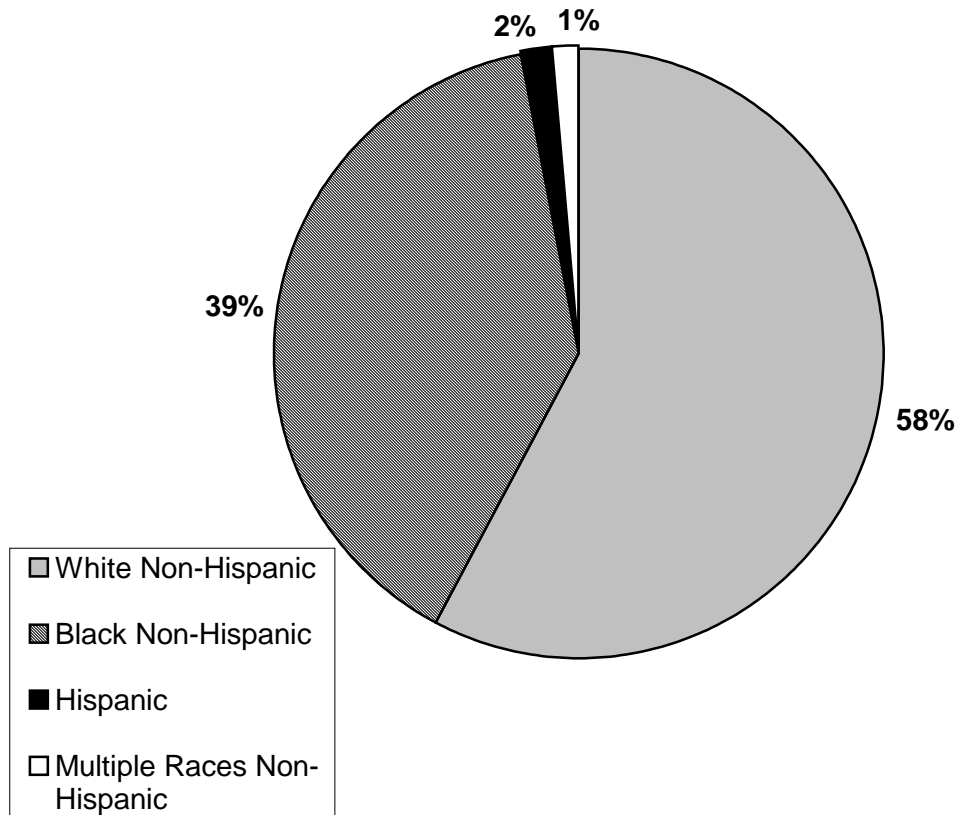


Figure 8 illustrates the racial make up of the children in active custody status on June 30, 2000. Most of the children (58%) are white non-Hispanic, and the second largest group is black non-Hispanic (39%). Two percent of the children are Hispanic, and children of other races account for less than one percent of all children in DCS custody.

Figure 8: Children in Custody by Race on June 30, 2000



Out-of-Home Placements

Children committed to state custody may be placed out-of-home in a family foster home, a contracted group home, or in a residential program operated by DCS.

Foster Care Services

The Department of Children's Services provides temporary foster care services for those children whose parents are unwilling or unable to provide a safe, stable home environment for them. Children were served in a variety of settings, depending upon their special needs.

For some children and youth with significant emotional or behavioral problems, specialized treatment programs are needed. These facilities include therapeutic foster homes, treatment facilities, and other specialized departmental programs. Regardless of the placement type, the department's goal is to protect children and provide them with a safe environment within the community setting.

Foster parents are trained to meet the child's special needs. They are responsible for providing for the child's physical, emotional and social needs in the same manner they would care for any other member of the family. Foster care is considered a temporary service until the family, and in some cases, the child, can address the problems that made placement necessary. If the parents are unable or unwilling to rehabilitate their home, then the department seeks other permanency options for the child, including relative placement, adoption, or independent living for older adolescents. If the permanency plan for the child is adoption and he or she has been in a foster home twelve months or more, the foster parents are given first preference to adopt.

"Buddy" is a winsome eight-year-old red-head who was severely abused by his mentally-ill mother. He was placed in the custody of the Department of Children's Services at age five. Although the department worked diligently to assist the mother in rehabilitating her situation and getting treatment for her problems, she made little or no progress. Buddy, though, blossomed in foster care. He recovered from his physical injuries and, in time, began to trust his loving foster parents. He made good grades in school and he loved singing in the children's choir at church. He visited his mother occasionally, but he came to understand that he probably could not go home. He asked his foster parents to adopt him, and now the termination of parental rights is in process. Buddy had a sad start in life; however, his future is looking bright.

DCS case managers serve as a link between the child, the foster family and the family of removal. The case manager is the staff person responsible for developing a permanency plan for each child with the family of removal. All DCS case managers must have a bachelor's degree from an accredited college or university. They also receive 120 hours of pre-service training during the first year of employment, as well as 40 hours of continuing education each year thereafter.

Emergency Foster Homes

Emergency Foster Homes are available for immediate placement on a 24-hour a day basis to serve children in crisis. These placements may last from a few hours to a maximum of five days. Emergency care is normally provided while the Department of Children's Services evaluates the child and his or her home situation in order to determine what type of ongoing care and services are needed.

Recruitment and Training of Foster Parents

Foster parents are very special people, who can share themselves and their lives with children in need. They are people who can face situations that challenge their parenting abilities and who work in partnership with the Department of Children's Services. The Department of Children's Services maintains several requirements that must be met by persons interested in the foster care program. Those interested in becoming foster parents must be at least 21 years of age and be in sufficiently good health. Foster parents must also:

- Be able to love and care for children with problems;
- Be able to work through difficulties without quitting easily;
- Learn and use proven behavioral management skills;
- Realize the limitations of abused and neglected children.

Foster parents can be:

- Single, widowed, divorced, or married;
- With or without children of their own;
- Employed full-time or part-time, depending on the ages of the children placed in their homes; and
- Homeowners or renters.

Because of the complex role that foster parents play, the Department of Children's Services carefully assesses all applicants for foster parenting, and provides the opportunity for applicants to work with a case manager throughout the study/training process. Prospective foster parents participate in an extensive 30 hours of training, provide five written references and biographical information, participate in personal interviews and home visits. They must also agree to a criminal background check which includes fingerprinting. Foster parents are required to participate in 15 hours of in-service training annually. Training is provided by the department in a variety of settings, including Foster Care Association meetings, training conferences for each of the department's twelve regions, and through an annual state-wide foster care conference.

Kinship Foster Care

The Department of Children's Services routinely recruits and trains relatives to serve as foster parents for children in state custody. The relatives are subject to the same policies and receive the same benefits as regular foster parents. The child's situation is greatly enhanced by being placed with a relative. In addition, the department has received authority from the Tennessee State Legislature to operate three pilot programs to provide services and limited financial assistance to relatives who provide residential care for children not in state custody. While this is currently a pilot program, it is hoped that the department will eventually be able to expand this program to include all areas of the state.

Independent Living

The department provides independent living services to assist all foster care youth, who are ages 16 and above. These services are federally mandated and are designed to give youth the necessary skills to successfully transition to the community and become productive citizens. Youth are taught skills to assist them in employment, decision making, problem solving, housing, transportation, education, and knowledge of community resources. A strong emphasis is placed on youth either receiving a high school diploma or GED. Youth are also encouraged to attend a post secondary program.

"Sarah" entered state custody as an unruly child. Her promiscuous, combative behavior was typical for a past sexual abuse victim who had reached her teen years. Sarah was cared for in numerous placements in the first three years, and she experienced many problems (truancy, running away, experimentation with drugs, law enforcement intervention, and pregnancy). However, she was able to earn good grades in school and work part-time to help support her baby. Sarah received a GED at the age of 17. She dreamed of attending the University of Tennessee at Martin. This dream was realized with the help of her case manager and an Independent Living grant. The Independent Living grant helped Sarah pay for her tuition, books, housing and meals. She is living in the dormitory and thriving in her new environment. The Independent Living program is making it possible for Sarah to have a successful transition from state custody to independence.

DCS regions are provided with funds to enhance the provision of independent services to youth. During FY99-00, case managers spent \$29,193 to provide youth with field trips, special incentive trips, incentives for improved or good grades, leadership training, fees for ACTs or SATs, reimbursement for books, supplies or tuition for post secondary education, transportation costs, or clothes for job interviews or uniforms for work and transitional living allowances.

Contract Placements

The division of Provider Services contracts for out-of-home placements and residential treatment with a network of private providers. Approximately half of the out-of-home contracts are Continuum-of-Care contracts. This managed care concept allows providers to combine previously fragmented services, and to customize service delivery to meet the individual needs of families and children. It also allows for flexibility in contracts, as well as for providers to work intensively with families toward permanency and reunification where possible.

Tennessee Preparatory School

The Tennessee Preparatory School (TPS) was founded in 1885 and is located in Davidson County. It is a residential education program serving children ages 12 through 18 who are dependent, neglected, unruly, or in danger of becoming delinquent. With a maximum capacity of 240 students, TPS provides a cottage life program that focuses on independent living skills.

Generally, a student arrives at TPS deficient in academic skills, bearing negative opinions regarding his/her self-worth, and with little self-discipline or sense of future direction.

TPS students are provided an educational program to meet their needs, individualized in some cases, conventional in others. Students are provided structured daily living, housing, food, clothing, medical/dental services, and social services. The individual goals for the students include not only all academic and vocational instruction, but also social, physical and moral aspects of adolescence.

The TPS middle school provides non-graded individualized instruction. The high school includes grades nine through twelve with an emphasis on reading and math skills, and vocational literacy. Scholarships are available to graduating seniors who wish to continue their education. TPS incorporates a behavioral management tool known as the Peer Incentive Program (PIP). The PIP is designed to bring positive changes in behavior and attitude in the students. It is believed that when students can see the immediate consequences of their behavior, and when they know in advance how behavior will be treated, they will become more responsible for their own behavior.

Cottage assignments are made based on age, grade, gender and space availability. Childcare workers provide supervision. Since all students at the school live on campus, efforts are made to integrate the students' education, social, and family life.

DCS Group Homes

The Department of Children's Services operates 13 group home facilities strategically located throughout the state. The primary focus is to provide a residence for 10 to 12 youth in a structured program that includes academics, community involvement, and an individual program plan.

The group homes are minimum-security residential programs designed for youth adjudicated delinquent who have been evaluated and determined appropriate for community placement.

All youth are afforded the opportunity to reintegrate into their home community through the provision of counseling services, education, and, in some cases, community service or actual work experience.

The group homes provide a wide range of treatment services. These include individual and group counseling, medical/dental treatment, recreation, academic/vocational training, transportation, substance abuse counseling, job training, and work opportunities.

Eight of the group homes have in-house schools designed for students who have experienced problems with adjustment in public schools. Several of the programs have strong work components and offer independent living skills as well as money management training for older students.

Bradley County Group Home

The Bradley Group Home is a twelve-bed facility for males that has an in-house educational component. Bradley accepts referrals for placement from the community as well as the Youth Development Centers.

"Teddy" came to a DCS group home as a seventeen-year old delinquent with an indeterminate sentence resulting from his having broken into his mother's house and stealing over \$10,000 worth of her property. Because this incident was the latest in a long string of escalating misbehaviors on Teddy's part, the court committed him to state custody.

After reviewing Teddy's records while developing his Individual Program Plan, the treatment team agreed that Teddy's IPP should have two main goals: to work assiduously toward reconciliation with his mother, and to capitalize on his academic abilities.

Teddy arrived at the DCS halfway house having already earned his GED diploma and having already passed his ACT to qualify for college admission. As work with Teddy progressed, DCS discovered that he also had a capacity for hard work. He almost single-handedly landscaped the front entryway to the halfway house. Additionally, he received rave reviews from his supervisors at a local restaurant, where he worked fulltime.

Under the guidance of the halfway house in-house school teacher, Teddy prepared his applications for admission and financial aid to a local university. The treatment team recommended that Teddy be allowed to remain in the local area to attend college rather than undergoing the usual 30-day trial home visit. This recommendation was approved. Teddy moved from the halfway house to a dormitory. At the same time, Teddy began rebuilding his relationship with his mother.

As Teddy made steady progress toward attaining his IPP goals, his behavior moderated, and he began to accept responsibility for the offenses he had committed. He came to understand that his willingness to be accountable for his misbehavior, in the form of completing his assigned sanctions, resulted in a sense of closure for each particular incident. His interaction with staff members gradually developed into a reasonable and cooperative relationship. By the time he finished the program Teddy was well on his way to becoming a mature, responsible, and productive citizen.

Cookeville Halfway House

Cookeville Halfway House has a capacity of ten beds for males. It serves as a regional transition program for youth exiting a Youth Development Center. This program features an in-house school. Residents have part-time and full-time work opportunities with a heavy concentration on independent living skills.

Elizabethton Group Home

This program is housed in a newly constructed state-of-the-art facility. All students attend school in the community and are afforded the opportunity to work if they meet the criteria. The facility is able to serve twelve females.

Inman Group Home

Inman Group Home is a 10-bed program located in a rural setting in Tullahoma, Tennessee. It serves as both a transition and diversion program for females. Inman Group Home has a small well-constructed school building that is separate from the main facility. Services available are intensive group and mental health counseling. Part-time jobs are also available for youth who meet the criteria.

Jackson Halfway House

The Jackson Halfway House has beds for 12 males. The focus of this program is to provide a placement resource for male adolescents 17 and older that need a step-down program prior to being released from the Department of Children's Services custody. Jackson's treatment program concentrates on independent living skills, employment, and GED preparation. Local resources for job sites as well as education are an integral part of the program.

Johnson City Boys Group Home

This program offers GED preparation, job preparedness, advanced educational assistance, an independent living skills curriculum, tutoring, counseling, and employment experience. It is designed for twelve older males who have completed all or a major part of a Youth Development Center program. Educational or vocational training is required. School or work attendance is mandatory.

Madisonville Group Home

Madisonville Group Home is a twelve-bed facility for females. It serves as a diversion program with an occasional referral from a Youth Development Center. All youth are carefully screened to ensure their ability to function in the community with limited supervision. The strongest component of this program is an aggressive approach to in-house counseling services.

Memphis Group Home

The Memphis Group Home has a capacity of ten male students. It primarily serves as a step-down program for youth in transition from the Wilder Youth Development Center back to their home community. There is a heavy emphasis on academics as all youth attend public school. Beyond education, other basic services provided are group and individual counseling, vocational training, academic tutoring, family planning, and alcohol/drug related interventions.

Nashville Transition Center

The Nashville Transition Center is a unique community-based program within the Department of Children's Services. It consists of two group homes, Odom and Tallman Cottages, co-located on one site in Nashville. The Odom Cottage has a capacity for twelve males and offers transition related services. The Tallman Cottage also has a capacity for twelve males and serves as a diversion program accepting referrals from the community. With both programs under one umbrella, a wide range of treatment options are available including an in-house education component, employment counseling, independent living skills, GED preparation, and mental health counseling.

Northeast Tennessee Academy

Northeast Tennessee Academy is a twelve-bed program with an in-house school that offers full academic courses along with remedial and special education services. Life skills and pre-vocational/pre-employment classes are part of the regular curriculum. Public schools are utilized as needed. All youth are given opportunities for both individual and group counseling. The program also makes maximum use of volunteers and other community resources.

Oak Ridge Group Home

The Oak Ridge Group Home is a ten-bed facility for males. The focal point is education as provided by the Anderson County School System. Additional emphasis is on voluntary community service work as a first step toward future occupational endeavors.

In January 1996, "Steven" committed assault while on his high school campus. Steven was sent to a YDC where he spent three years. After three years at the YDC, Steven was transferred to a DCS group home and there he was given an opportunity to enroll in an off-campus study program. He graduated from high school in May 1998 as valedictorian with a 3.8 grade point average and entered a state university. Steven is pursuing a degree in business and maintains regular contact with his former DCS group home. His college grade point average for spring 1999 was 3.52.

West View Center

West View Center is a work-oriented program providing residential services for older males. The twelve-bed facility is located in Knoxville. Youth in residence at West View Center must complete various phases in the program leading to on-site job placement. The phases are GED preparation, pre-vocational assessment, and employment/independent living skills training.

Specialty Programs

The Johnson City Observation and Assessment Center is a one-of-a-kind operation within the Department of Children's Services. The sole purpose of this 16-bed, male-only facility is to provide area juvenile courts with a detailed assessment of youth after the adjudication, but prior to the disposition, of each case. Each student receives a complete medical, dental, psychological, substance abuse, educational, and vocational assessment

during the 45-day evaluation. Services provided at the center include in-house education services, counseling, independent living skills preparation, a volunteer program, secure observation, and transportation. Seventy-six percent of the youth return to court with a recommendation that they remain in their own home with non-custodial services.

The Lift Academy is a community-based, day treatment, alternative school that serves approximately 45 youth, ages 13 to 18, from the Carter and Johnson County school systems and the Elizabethton Group Home. The Lift Academy also takes court referrals for its summer school program. Students are normally referred for serious discipline problems, weapons possession, or truancy. The Lift Academy provides an alternative to out-of-home placement with students staying in the program from nine weeks to one school year. The program provides students with an individualized academic and vocational curriculum designed to meet their needs by providing a positive, structured learning experience. In addition to five teachers and one teacher's aide, three counselors are on staff to provide a greater level of personal attention beyond just academic needs. The Lift Academy concentrates on remedial work in both math and English plus vocational classes in building trades and computer science. GED training is offered to those who qualify. Other courses are offered, as needed, so that students will not lose regular high school credit.

"Gary" was a 13-year old student referred to LIFT Academy by a local elementary school for habitual behavior problems. His attendance was poor, he walked off the school campus, and was aggressive towards other students. Within his first week at LIFT Academy, cigarettes and marijuana were found in Gary's possession. He was arrested and suspended from school for the remainder of the year. As a result of the marijuana arrest, Gary was placed on probation and was ordered to attend LIFT Academy's summer school program. His behavior and school attendance improved, and Gary began to talk about his future. His counselor and other LIFT staff members encouraged him to make positive choices. His grade point average improved to 3.0 during summer school and the first semester of the school year. Gary returned to his local high school, where he continues to do well. His attendance is good, his attitude is very positive, his grades remain good, and Gary made the varsity baseball team. Gary says that LIFT Academy helped him get back on the right road.

Peabody Residential Treatment Center (PRTC) is a staff-secure treatment facility designed to provide residential care, treatment and security to dually-diagnosed male juvenile offenders with a primary diagnosis of mild mental retardation. The facility has a capacity to serve eight individuals and is located in Memphis. PRTC is the only DCS facility designed to provide treatment and other services for youth with these challenging needs. PRTC is accredited by the American Correctional Association and is licensed by the Tennessee Department of Mental Health and Mental Retardation. Numerous youth have successfully returned to their homes upon completing the PRTC program. Many of these youth have earned a special education high school diploma, and some have even earned a regular diploma, while at PRTC.

Youth Development Centers

Youth Development Centers are state-operated, hardware-secure, residential facilities that provide treatment for delinquent youth. The department's four Youth Development Centers provide secure treatment programs for delinquent youth ages 12 to 19. All students participate in a classification and orientation program. Based on the results of this classification assessment, an individualized program plan (IPP) is developed for each child. Objectives are developed to assist in the development of skills that allow the student to move to a less restrictive setting as soon as possible.

A full program of education, vocational skills, medical services, recreational programs, self-help, and independent living skills is provided. Specialty services include therapy for a broad range of needs, alcohol and drug programs, speech therapy, dental care and behavior management. Students are prepared for release through planning with staff.

The four centers serve a total of 588 youth and provide a number of services from counseling to sex offender treatment. The typical student of a Youth Development Center is likely to have committed a violent offense toward another person, and may have specialized treatment needs.

Mountain View Youth Development Center (MVYDC) is located in the city of Dandridge in Jefferson County. The facility serves 144 male juvenile offenders who are primarily from eastern Tennessee.

MVYDC opened in 1990 as the first state juvenile facility to be operated under the management of a private corporation. On January 1, 1993, the state of Tennessee assumed full responsibility for management and operation of the facility at the request of the private corporation. The youth benefit from case management, daily group therapy, and an on-site accredited school. In addition to the regular curriculum, the school also offers vocational programming, special education services, and GED preparation and testing.

John S. Wilder Youth Development Center is located in Somerville, Fayette County, and has a capacity of 144 male students. This program serves students primarily from west Tennessee. A fully accredited school, a strong emphasis on treatment, and extensive group and individual counseling are at the core of Wilder's teamwork approach to preparing young men to reenter the community. One of Wilder's most successful programs is the Behavior Management Unit that serves students with the most pronounced behavior problems. Students in this program have special mental health

"Charles" is from Blount County, and initially arrived at MVYDC in May of 1998. During the time we had Charles, he spent a great deal of time on Actively Suicidal status, and was transported to Lakeshore Mental Health Institute on several occasions as an Emergency Mental Health transfer. He exhibited self-mutilation, and continuously displayed extreme acting out behaviors. He spent a great deal of time on the Special Management Unit due to these behaviors. However, in the past 6 months, Charles began to take his life more seriously. He stopped his self-harming and acting out behaviors. He became very involved in his treatment program by showing leadership qualities and increased maturity. Charles also obtained his GED, and became a library aide in our school. He worked diligently at his job and showed pride in his work and in himself. Charles will leave MVYDC with a much brighter outlook for his future.

needs and are unable to control their behavior sufficiently in order to adjust to the regular treatment program. The unit provides a more structured dormitory and classroom setting. It also promotes a positive peer culture where both confrontation and commendation are consistently applied. Students who are committed for a violent offense, or have displayed particularly violent behavior while at Wilder, are provided aggression replacement training. Older students are provided with independent living skills training. A responsibility and impulse control module is used to help immature students learn to take responsibility for their actions and exercise self-control. A transition program provides an opportunity for students to prepare for reintegration into the community upon release.

Woodland Hills Youth Development Center is located in Davidson County. Woodland Hills serves up to 120 male students from Middle Tennessee and 24 female students from throughout the state. This facility is the only Youth Development Center to provide services to both males and females. Generally all youth at Woodland Hills are between 13 and 19 years old. During the first two weeks of a juvenile offender's placement at Woodland Hills, a multi-disciplinary assessment is completed to determine the youth's treatment and security needs. Subsequent treatment needs and progress are assessed on an ongoing basis. Woodland Hills offers group and individual counseling in the areas of substance abuse, aggression replacement, anger management, sexual victimization, sex-offender treatment, independent living skills, parenting skills, and individual psychotherapy.

Taft Youth Development Center is located in Bledsoe County near Pikeville and serves 156 male students, ages 16 through 19, from across the state. Taft is the most restrictive of the Youth Development Centers as it serves older, and the more serious, male offenders. Typically, the youth at Taft have adult sentences, serious delinquent offenses, are serving a third commitment, or have exhibited severe behavior problems at one of the regional Youth Development Centers. Taft does not provide services to youth who are mentally retarded. The on-site school at Taft provides basic academic subjects, vocational training in ten subject areas, special education services, and GED preparation and testing. The program options at Taft include individual and group therapy, alcohol and drug treatment by certified substance abuse counselors, a specialized program for violent offenders, and an extensive recreation and arts program. Taft's interscholastic football program includes competition with area high schools.

Adult-Sentenced Youth in DCS Facilities

During the 1999-2000 fiscal year, the department's Youth Development Centers served 16 youth who were sentenced as adults but who were ordered by the criminal court to be served in juvenile facilities until they reached the age of majority. The average age at admission of youth sentenced as adults was 16.4 years.

Adoption Services

Children in guardianship are those children for whom all parental rights have been legally terminated. The department seeks adoptive families for all children in guardianship who have a permanency goal of adoption. At the end of fiscal year 1999-2000, 1,020 Tennessee children were in guardianship awaiting adoptive placement. Of those children, 614 children had an adoptive family identified.

While children wait for families to offer them a permanent home, they reside in foster homes, group homes, or other residential settings. Some birth parents may voluntarily make the adoption plan for their child; others' parental rights have been terminated due to abuse, neglect or the parents' inability to provide adequate care. Some of the children have significant physical, emotional or educational challenges. Most children range from early school age to teenage years; some have one or more siblings. African-American and mixed-race children of all ages are waiting for an adoptive family. While some 56% of these children will be adopted by their foster parents, others are waiting for someone to adopt them, show them the love they need and deserve, and give them a sense of belonging.

Adoption services that DCS provides include:

- Services to birth parents;
- Services to the child;
- Services to the adoptive parents;
- Placement and post-placement services through finalization of the adoption;
- Adoption Assistance funds; and
- Post-adoption services to adult adopted persons and their birth and legal relatives.

Adoption Services is a child-focused service based on the philosophy that every child has the right to a loving, nurturing, and safe family.

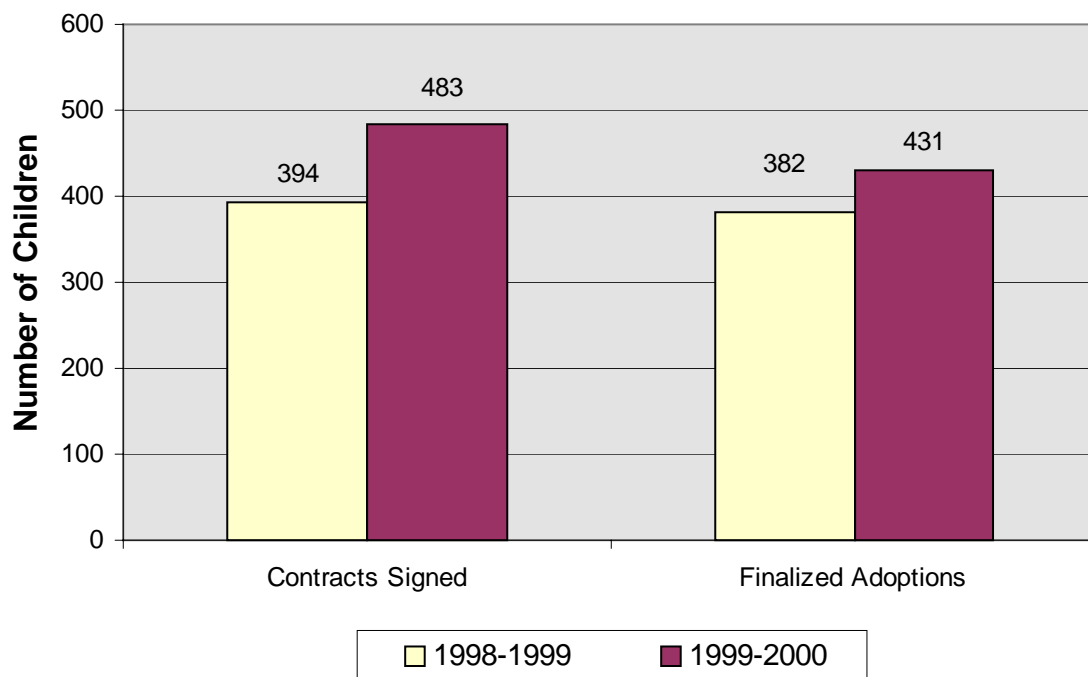
"Jeremiah", an older teen, had been in the custody of DCS since age five. Over the years, he had experienced the incredible disappointment of becoming attached to two families and then having his expectations that each family would adopt him go unmet. Jeremiah's hope for a permanent family was destroyed and he lost his willingness to even talk of adoption at the age of 15. While working with an Independent Living program case manager, Jeremiah was paired with a young couple who had volunteered to mentor him. Six months later, the couple and Jeremiah wanted to become a family through adoption. Jeremiah was given extended passes from his group home in order to visit this couple while waiting for them to be approved as foster parents. In November 1999, almost a year after Jeremiah refused to talk of adoption, he was placed in their home. The couple, both recent college graduates, worked closely with Jeremiah and his school to help Jeremiah succeed. Jeremiah tested their commitment to adopt him, but they did not waiver. The placement was changed to adoptive status in December. In June 2000, the adoption was finalized with Jeremiah proudly wearing a beautiful tweed sports coat, black trousers, dress shoes, and the biggest smile. Jeremiah, who had aspired to spending his adult life "hanging out with cousins on the corner smoking weed" prior to this couple becoming part of his life, now is a confident young man looking forward to an apprenticeship at a large electronics retailer.

Adoptive Placements/Finalized Adoptions

As Figure 9 shows, during the state fiscal year 1999-2000, the department placed 483 children for the purpose of adoption. Of the children placed, 380, or 79%, were placed with their foster parent(s) for the purpose of adoption. Of the 483 children placed (adoptive contract signed) by the department, 92 children were placed with single parents. Adoptions were finalized for 431 children during fiscal year 1999-2000. This is a 12.8% increase over the 382 finalized adoptions from the previous year.

Through the Adoption and Safe Families Act of 1997, federal legislation enacted a financial incentive to states to increase adoptions of children waiting in the foster care system. The bonuses of up to \$4,000 per child and \$6,000 for each child with special needs are awarded to states that exceed the number of children adopted compared to the previous year. All states did so well this year that the actual bonuses based on the formula exceeded the funds appropriated for the bonus. The awards were made on a pro-rated basis. During the federal 1999 fiscal year, the Department of Children's Services reported a 25% increase in the number of finalized adoptions in Tennessee. As a result of this increase, Tennessee will receive \$160,170 to support adoption services in the state.

Figure 9: Children Placed for Adoption and Finalized Adoptions Fiscal Years 1998-1999 and 1999-2000



Training

Between January and June 2000, all Department of Children's Services adoption staff and the adoption staff of the special needs adoption contract providers received ten days of skills/knowledge-based training on adoption policy and practice and three days of adoptive family preparation training in the Parents As Tender Healers (PATH) model currently used by the department. This training was provided through contract with Family and Children's Service of Nashville. Topics of training included assessing the needs of children, preparing children for adoption, recruiting and preparing families for the adoption experience, selection of the adoptive family, transitioning the foster family to adoptive family, pre-placement planning, the placement process, post-placement support services, finalizing the adoption, and legal services to maintain the adoptive placement.

Resource Exchange for Adoptable Children in Tennessee (REACT)

The Resource Exchange for Adoptable Children in Tennessee (REACT) is operated through a contract with Family and Children's Service. The goal of REACT is to bring children and families together through adoption.

In order to accomplish this goal, REACT maintains a statewide, computerized listing of all children awaiting families by adoption and all families with approved home studies who are available to parent through adoption. REACT uses the computerized information to generate adoptive placement suggestions based on the specific needs of individual children.

REACT publishes a newsletter, "Adoption Connections," three times yearly, featuring waiting children and successful adoptive families, as well as issues of interest in adoption. The TAP (Tennessee Adoption Profiles) book, featuring the photos and profiles of children shown on the state website, is also published by REACT. It is made available to all DCS offices and offered to other agencies, organizations or interested persons for a fee of \$15.

In November 1998, the department began featuring waiting children on the department website, "Tennessee Adoption Profiles." Pictures and profile information of children are available by visiting www.state.tn.us/youth/adoption. The profile information includes a contact person for the adoption team serving the child. Children remain featured on the profiles photo listing until they are placed. Information about these children is periodically updated. The site also includes a DCS adoption team contact person for the 12 regions within the state, a list of Tennessee licensed child-placing agencies, an explanation of the adoption process, and information regarding how one accesses sealed adoption records in the state of Tennessee.

Adoption Assistance

Adoption Assistance is a federal and state-funded program that aids states with the placement of children who, because of their needs, are more difficult to place for adoption, and who have historically waited longer for adoptive placement. Based on the population of children who await adoption, states are allowed to determine their definition of "special needs" children. For Tennessee, that definition is as follows:

- Any age/any race child who has a severe physical, emotional or psychological handicap as diagnosed by a physician, psychologist, psychiatrist, or licensed clinical social worker;
- Any age/any race sibling group of three or more children who are placed together for the purpose of adoption;
- Any child, age five and over, with a minority heritage;
- Caucasian children age nine and over;
- Any age/any race child whose life experiences include severe neglect or physical and/or sexual abuse; or
- Any race/any age child who is HIV positive.

Deferred Adoption Assistance is available to those children who are not exhibiting any challenge at the time of adoptive placement but who, because of their genetic history or birth and/or life histories, may develop physical or emotional/behavioral problems as they progress through their developmental stages. Adoption Assistance services are not available to this population of children until a diagnosed challenge presents itself.

Deferred Adoption Assistance is available to the following children:

- Any child whose genetic background or birth family's (birth mother/birth father) medical history indicates the potential for developing physical or psychological problems;
- A drug/alcohol exposed infant; or
- A child who has a history of 3 or more disrupted foster/adoptive placements.

Services available to children and families through Adoption Assistance include monthly maintenance payments; medical, psychological, and psychiatric services; and non-recurring services such as legal fees to finalize the adoption.

Of the 483 children placed for adoption by the Department in fiscal year 1999-2000, 390 were placed with Adoption Assistance and 22 were placed with deferred Adoption Assistance.

Post-Adoption Services

Post-Adoption Services are provided to adult adopted persons, their birth and adoptive relatives, and to the adoptive parents of minor adopted children after the finalization of the adoption. Services to eligible persons include:

- Access to records of adoption for persons surrendered for the purpose of adoption, or for adoptions that were filed and were dismissed or not completed and the record was closed or sealed prior to March 16, 1951;
- Any adoption records maintained at any time by the Tennessee Children's Home Society, either before or after March 16, 1951;
- Updated medical information;
- Non-identifying background and medical information;
- Records for persons placed for the purpose of adoption and the adoption was finalized, or for adoptions that were filed and were dismissed or not completed, and the record was closed or sealed on or after March 16, 1951.

After more than three years of litigation, the Supreme Court of Tennessee issued an opinion in the case *Promise Doe, et al., v. Donald Sundquist, et al.* The court concluded that the disclosure of adoption records created on or after March 16, 1951 does not impair the vested rights or violate the right to privacy under the Tennessee constitution. This ruling by the Supreme Court allowed the department to begin processing request for services to those persons eligible to have access to their adoption records in accordance with T.C.A. § 36-1-127(c). At the time this litigation was resolved on September 27, 1999, the department had 2,270 pending requests for service. In an effort to respond to and process these requests for service, the department established a separate Post-Adoption Services office and provided staff to begin to process the pending requests.

At the end of June 2000, the Post-Adoption staff had completed 394 determinations of eligibility for service for persons whose records were established on or after March 16, 1951. Of them, 328 persons had received access to their records. In addition, and probably the most time consuming aspect of the open record process, staff had completed 66 searches for information involving 141 persons and initiated an additional 138 requested searches.

Services were also provided to 69 persons requesting access to records created prior to March 16, 1951 or to those whose records were held at any time by the Tennessee Children's Home Society. During FY99-00, 119 persons received non-identifying background and medical services information and four persons received updated medical services. During fiscal year 1999-2000, Post-Adoption Services received and responded to a total of 14,404 inquiries.

Interstate Compacts

The department is responsible for services in Tennessee related to the Interstate Compact on the Placement of Children and the Interstate Compact on Juveniles.

Interstate Compact on the Placement of Children

The Interstate Compact on the Placement of Children (ICPC) is a uniform law that is legislatively enacted by each of the fifty states, the District of Columbia and the Virgin Islands. The ICPC serves as a contract by and between all the party jurisdictions, their public and private agencies, courts and other individuals to provide for and ensure legal, financial and jurisdictional protection and services to children who are placed across state lines for the purpose of foster care or facility placement, or preliminary to an adoption.

The ICPC statute contains ten articles, which define the types of placement and “placers” subject to the law; the procedures to be followed in making an interstate placement; and the specific protections, services and requirements brought by the enactment of the law. Compact provisions take precedence over conflicting state laws and take precedence when the provisions are inconsistent with existing laws of a compact state.

Tennessee ICPC receives an estimated 1,800 to 2,100 new individual case referrals annually. In addition, Tennessee ICPC maintains approximately 1,500 individual cases in active status annually who are receiving post-placement services and supervision up to the achievement of “permanency” when the record is closed. An average of 1,000 cases are closed annually.

In September 1989, the Tennessee ICPC office received a referral from the state of New York requesting a study on maternal grandparents who resided in Tennessee for the relative/foster placement of six of their grandchildren. The children ranged in age from 14 months to 17 years. At the time of the initial referral, the children were residing in several foster homes in New York State. The local DCS office conducted a home study and approved the grandparents for physical placement of all six children. Over the next several years, the DCS office also provided extensive services to this family. In February 1996, with written concurrence from Tennessee ICPC, the New York court granted legal custody of the children to the maternal grandparents. From 1996 through 1998, the maternal grandparents adopted the three oldest children through the New York court. The New York ICPC office submitted a new request in October 1998 for Tennessee to conduct an adoptive study on the maternal grandparents for the three youngest siblings. They were approved and finalization of the adoptions is expected to occur in December 2000. Through this cooperative process, the children will have a permanent home and the Tennessee ICPC and New York ICPC offices will close the case successfully.

Interstate Compact on Juveniles

The Interstate Compact on Juveniles (ICJ) is a uniform law that has been legislatively enacted by each state, the District of Columbia, the Virgin Islands and Guam.

The Tennessee General Assembly ratified the ICJ in 1955 (T.C.A. § 37-4-101). This compact was formulated for the purposes of dealing with multi-state problems of youth

adjudicated delinquent and the return of runaways. ICJ provides the procedural means to regulate the movement of juveniles across state lines, while serving the ends of justice, the welfare of the youth and the protection of the community.

The fifteen basic articles of the compact define the methods to be used in carrying out the purposes of the compact and the legislative intent. Compact provisions take precedence over conflicting state laws and take precedence when the provisions are inconsistent with existing laws of a compact state.

ICJ serves any juvenile who: (1) has run away from home without consent of a parent or legal guardian; (2) has absconded from probation or aftercare or escaped institutional care; (3) has been placed on probation or aftercare, wishes to live in another state and the court has ordered supervision; (4) requires institutional care and specialized services available in a party state; or (5) is charged with being a delinquent and is located in another state.

Tennessee ICJ maintains an estimated 1200 to 1500 individual case records annually. This includes approximately 450 to 500 probation or aftercare referrals, about 300 active service cases, and 150 to 200 probation or aftercare cases closed. Additionally, Tennessee returns or coordinates the return of 240 to 275 delinquent and non-delinquent youth annually.

Appendix 1: Departmental Statistics

The tables and figures contained in this Appendix include demographic and other information regarding the children who were in the custody of the department during fiscal year 1999-2000. Additionally, two tables describe staffing issues that are closely related to service provision. Data regarding children in custody were extracted from the TN KIDS database, Tennessee's new state-wide automated child welfare information system (SACWIS). On June 30, 2000, a total of 11,105 children were in the custody of the department. Due to missing data for some data elements, the total numbers on all analyses may not sum to 11,105.

Table 1: Children Entering and Exiting Custody by Region Fiscal Year 1999-2000

Region	Entering Custody				Exiting Custody				Difference
	Dependent and Neglected	Delinquent	Unruly	Entering Total	Dependent and Neglected	Delinquent	Unruly	Exiting Total	
Davidson	497	267	12	776	512	227	17	756	20
East Tennessee	553	262	90	905	526	234	84	844	61
Hamilton	262	84	20	366	198	93	20	311	61
Knox	237	67	11	315	272	101	4	377	55
Mid Cumberland	414	299	112	825	326	311	136	773	52
Northeast	261	239	88	588	245	158	61	464	124
Northwest	159	144	23	326	170	140	34	344	-18
Shelby	587	81	8	676	579	75	11	665	11
South Central	271	213	92	576	204	176	114	494	82
Southeast	255	113	50	418	241	111	33	385	33
Southwest	301	176	48	525	318	159	56	533	-8
Upper Cumberland	281	111	56	448	239	89	48	376	72
Total	4078	2056	610	6744	3830	1874	618	6322	422

Table 2: Children in Custody by Region and Age Groups on June 30, 2000

Region	Age Group					Total
	0 - 1	2 - 4	5 - 12	13 - 18	19 +	
Davidson	69	125	357	816	8	1375
East Tennessee	53	82	321	775	6	1237
Hamilton	36	67	196	367	7	673
Knox	42	85	195	293	6	621
Mid Cumberland	71	122	329	827	14	1363
Northeast	33	80	207	502	7	829
Northwest	22	18	64	248	3	355
Shelby	149	233	694	638	29	1743
South Central	35	79	228	468	4	814
Southeast	40	77	172	345	2	636
Southwest	37	77	267	455	7	843
Upper Cumberland	37	79	185	310	5	616
Total	624	1124	3215	6044	98	11105

Table 3: Children in Custody by Region and Gender on June 30, 2000

Region	Gender		Total
	Male	Female	
Davidson	840	532	1372
East Tennessee	715	522	1237
Hamilton	407	265	672
Knox	345	275	620
Mid Cumberland	786	577	1363
Northeast	452	376	828
Northwest	237	117	354
Shelby	897	844	1741
South Central	475	339	814
Southeast	346	288	634
Southwest	489	352	841
Upper Cumberland	340	276	616
Total	6329	4763	11092

* Note: 13 records, or 0.1%, have missing data.

Table 4: Children in Custody by Region and Race/Ethnicity on June 30, 2000

Region	Race / Ethnicity								Total
	White Non-Hispanic	Black/African American Non-Hispanic	Hispanic	Multi-Race Non-Hispanic	Asian	American Indian/Alaska Native	Native Hawaiian/Pacific Islander	Unable To Determine	
Davidson	425	859	14	60	10	2	0	2	1372
East Tennessee	1109	60	32	22	0	2	0	6	1231
Hamilton	220	435	6	5	1	0	0	4	671
Knox	347	229	11	23	2	1	1	1	615
Mid Cumberland	906	368	35	2	17	12	0	16	1356
Northeast	736	61	13	11	3	0	0	3	827
Northwest	232	116	2	2	1	0	0	1	354
Shelby	194	1510	12	0	8	1	0	6	1731
South Central	629	156	14	2	0	1	0	8	810
Southeast	555	46	15	8	4	3	0	1	632
Southwest	395	435	8	2	0	0	0	0	840
Upper Cumberland	560	24	12	5	2	1	0	2	606
Total	6308	4299	174	142	48	23	1	50	11045

* Note: 60 records, or 0.5%, have missing demographic data.

Table 5: Children in Custody by Region and Adjudication Type on June 30, 2000

Region	Adjudication Type			Total
	Delinquent	Dependent/Neglected	Unruly	
Davidson	355	995	25	1375
East Tennessee	330	789	118	1237
Hamilton	124	525	24	673
Knox	71	539	11	621
Mid Cumberland	340	869	154	1363
Northeast	243	500	86	829
Northwest	130	195	30	355
Shelby	110	1619	14	1743
South Central	219	484	111	814
Southeast	107	467	62	636
Southwest	181	587	75	843
Upper Cumberland	117	437	62	616
Total	2327	8006	772	11105

Table 6: Children in Custody by Race/Ethnicity, Age and Gender on June 30, 2000

Race / Ethnicity	0 - 1		2 - 4		5 - 12		13 - 18		19 & Over		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
White Non-Hispanic	164	124	315	277	847	853	2185	1484	36	23	6308
Black/African American Non-Hispanic	139	123	250	210	747	605	1385	803	18	19	4299
Hispanic	8	11	13	15	21	33	43	29	0	1	174
Multi-Race Non-Hispanic	8	10	12	12	30	36	17	16	1	0	142
Asian	2	1	1	0	5	5	20	14	0	0	48
American Indian/Alaska Native	1	0	0	3	4	6	5	4	0	0	23
Native Hawaiian/Pacific Islander	0	1	0	0	0	0	0	0	0	0	1
Unable to Determine	6	4	6	2	8	5	9	10	0	0	50
Total	328	274	597	519	1662	1543	3664	2360	55	43	11045

* Note: 60 records, or 0.5%, have missing demographic data.

Figure 10: Children in Custody by Adjudication Type and Age Group on June 30, 2000

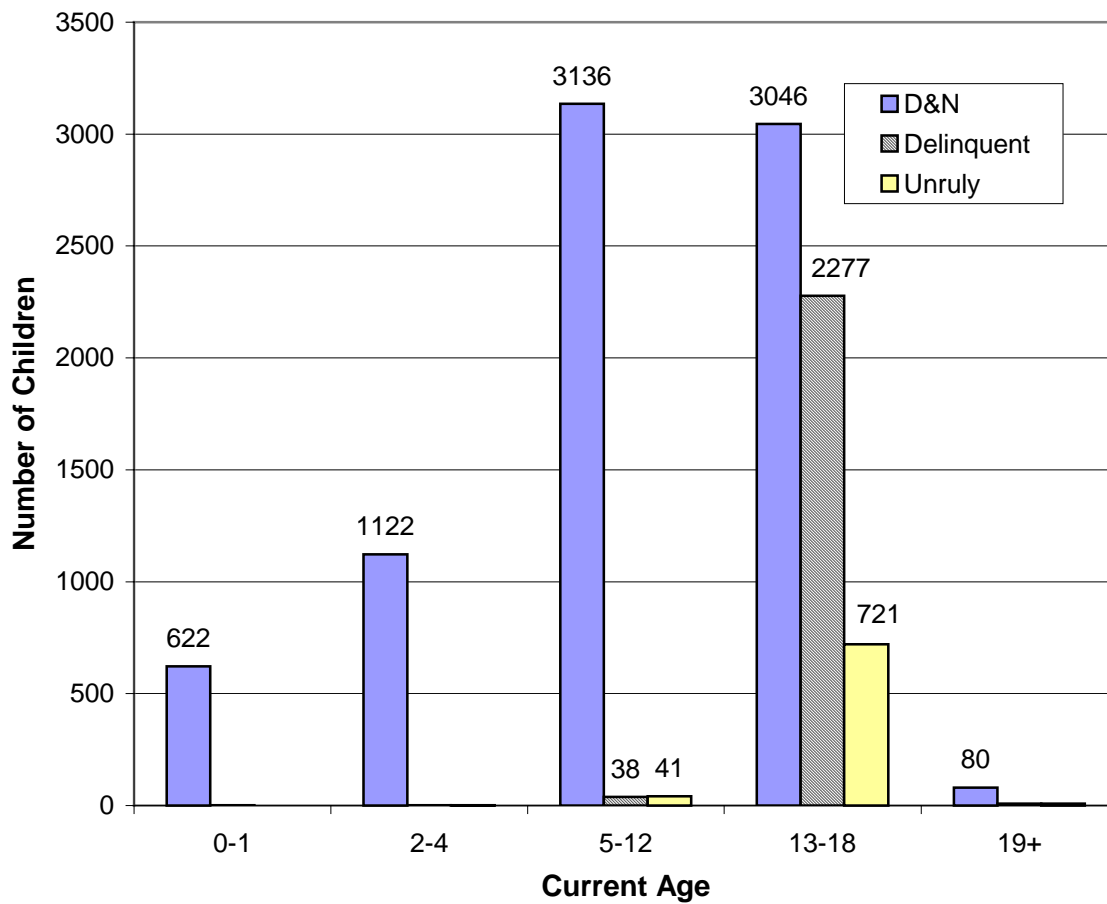


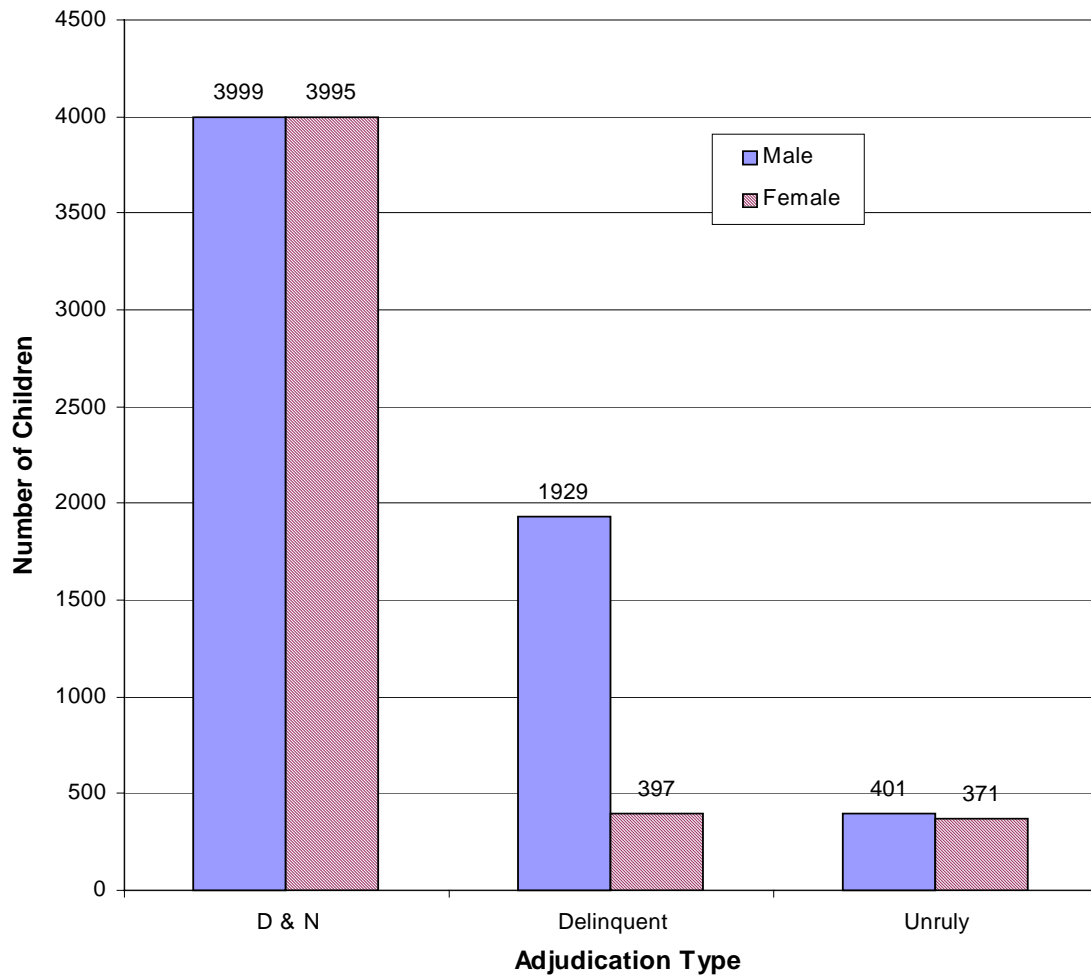
Figure 11: Children in Custody by Gender and Adjudication Type on June 30, 2000

Table 7: Children Entering Custody by County and Adjudication Rate Fiscal Year 1999-2000

County	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Anderson	25	43%	24	41%	9	16%	58
Bedford	27	42%	35	54%	3	5%	65
Benton	7	50%	5	36%	2	14%	14
Bledsoe	10	63%	5	31%	1	6%	16
Blount	42	34%	49	40%	31	25%	122
Bradley	20	20%	79	77%	3	3%	102
Campbell	6	7%	76	92%	1	1%	83
Cannon	10	40%	11	44%	4	16%	25
Carroll	5	31%	11	69%	0	0%	16
Carter	23	47%	24	49%	2	4%	49
Cheatham	16	36%	23	52%	5	11%	44
Chester	1	8%	11	85%	1	8%	13
Claiborne	15	19%	52	68%	10	13%	77
Clay	0	0%	22	100%	0	0%	22
Cocke	37	42%	48	55%	3	3%	88
Coffee	32	44%	37	51%	4	5%	73
Crockett	7	64%	4	36%	0	0%	11
Cumberland	16	36%	13	30%	15	34%	44
Davidson	267	34%	497	64%	12	2%	776
Decatur	1	11%	8	89%	0	0%	9
DeKalb	6	23%	17	65%	3	12%	26
Dickson	39	52%	34	45%	2	3%	75
Dyer	43	65%	19	29%	4	6%	66
Fayette	9	24%	20	54%	8	22%	37
Fentress	9	45%	6	30%	5	25%	20
Franklin	22	29%	47	63%	6	8%	75
Gibson	43	45%	42	44%	10	11%	95
Giles	15	25%	35	58%	10	17%	60
Grainger	10	29%	21	60%	4	11%	35
Greene	31	34%	34	38%	25	28%	90

Table 7: (continued)

County	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Grundy	7	23%	17	57%	6	20%	30
Hamblen	27	33%	50	60%	6	7%	83
Hamilton	84	23%	262	72%	20	5%	366
Hancock	10	67%	5	33%	0	0%	15
Hardeman	30	70%	6	14%	7	16%	43
Hardin	4	27%	6	40%	5	33%	15
Hawkins	24	31%	36	47%	17	22%	77
Haywood	22	47%	24	51%	1	2%	47
Henderson	13	45%	9	31%	7	24%	29
Henry	11	23%	35	73%	2	4%	48
Hickman	14	39%	15	42%	7	19%	36
Houston	3	38%	5	63%	0	0%	8
Humphreys	0	0%	12	75%	4	25%	16
Jackson	2	15%	11	85%	0	0%	13
Jefferson	19	48%	14	35%	7	18%	40
Johnson	8	38%	11	52%	2	10%	21
Knox	67	21%	237	75%	11	3%	315
Lake	1	11%	8	89%	0	0%	9
Lauderdale	10	11%	76	85%	3	3%	89
Lawrence	12	17%	37	51%	23	32%	72
Lewis	10	83%	0	0%	2	17%	12
Lincoln	24	34%	41	59%	5	7%	70
Loudon	11	39%	17	61%	0	0%	28
Macon	9	20%	27	61%	8	18%	44
Madison	57	35%	95	58%	13	8%	165
Marion	7	17%	30	71%	5	12%	42
Marshall	25	58%	11	26%	7	16%	43
Maury	43	47%	25	27%	24	26%	92
McMinn	19	23%	45	55%	18	22%	82
McNairy	9	43%	12	57%	0	0%	21

Table 7: (continued)

County	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Meigs	2	29%	4	57%	1	14%	7
Monroe	12	22%	38	70%	4	7%	54
Montgomery	64	33%	103	54%	25	13%	192
Moore	1	13%	5	63%	2	25%	8
Morgan	2	7%	25	89%	1	4%	28
Obion	12	57%	9	43%	0	0%	21
Overton	5	21%	18	75%	1	4%	24
Perry	4	36%	6	55%	1	9%	11
Pickett	0	0%	0	0%	0	0%	0
Polk	3	19%	8	50%	5	31%	16
Putnam	19	27%	48	69%	3	4%	70
Rhea	14	48%	10	34%	5	17%	29
Roane	17	24%	52	74%	1	1%	70
Robertson	39	46%	29	35%	16	19%	84
Rutherford	17	27%	43	68%	3	5%	63
Scott	5	14%	28	78%	3	8%	36
Sequatchie	9	47%	10	53%	0	0%	19
Sevier	28	42%	29	44%	9	14%	66
Shelby	81	12%	587	87%	8	1%	676
Smith	4	11%	27	71%	7	18%	38
Stewart	2	25%	6	75%	0	0%	8
Sullivan	88	45%	94	48%	15	8%	197
Sumner	57	41%	53	38%	30	21%	140
Tipton	20	35%	34	60%	3	5%	57
Trousdale	3	50%	3	50%	0	0%	6
Unicoi	16	67%	6	25%	2	8%	24
Union	6	16%	30	81%	1	3%	37
Van Buren	4	33%	8	67%	0	0%	12
Warren	18	25%	49	69%	4	6%	71
Washington	39	34%	51	44%	25	22%	115
Wayne	6	18%	24	71%	4	12%	34
Weakley	15	33%	26	57%	5	11%	46
White	9	23%	24	62%	6	15%	39
Williamson	25	31%	39	49%	16	20%	80
Wilson	34	31%	64	59%	11	10%	109
Total	2056	30%	4078	60%	610	9%	6744

*Table 8: Children Entering Custody by County and Commitment Rates per 1,000
Fiscal Year 1999-2000*

County	1999-2000 Commitments	Commitment Rate (per 1,000 Children 0-19)
Anderson	58	2.9
Bedford	65	6.5
Benton	14	3.3
Bledsoe	16	5.9
Blount	122	4.7
Bradley	102	4.6
Campbell	83	8.2
Cannon	25	7.2
Carroll	16	2.0
Carter	49	3.8
Cheatham	44	4.1
Chester	13	3.1
Claiborne	77	9.6
Clay	22	12.1
Cocke	88	10.7
Coffee	73	5.3
Crockett	11	2.8
Cumberland	44	4.2
Davidson	776	5.1
Decatur	9	3.4
DeKalb	26	6.6
Dickson	75	5.8
Dyer	66	6.1
Fayette	37	4.1
Fentress	20	4.7
Franklin	75	7.6
Gibson	95	7.2
Giles	60	7.2
Grainger	35	6.9
Greene	90	6.1

Table 8: (continued)

County	1999-2000 Commitments	Commitment Rate (per 1,000 Children 0-19)
Grundy	30	7.7
Hamblen	83	5.7
Hamilton	366	4.5
Hancock	15	8.3
Hardeman	43	5.5
Hardin	15	2.1
Hawkins	77	6.1
Haywood	47	7.5
Henderson	29	4.6
Henry	48	6.5
Hickman	36	6.8
Houston	8	4.0
Humphreys	16	3.6
Jackson	13	5.8
Jefferson	40	3.9
Johnson	21	5.6
Knox	315	3.1
Lake	9	5.3
Lauderdale	89	11.5
Lawrence	72	6.0
Lewis	12	4.2
Lincoln	70	8.2
Loudon	28	2.8
Macon	44	8.7
Madison	165	6.3
Marion	42	5.5
Marshall	43	5.7
Maury	92	4.4
McMinn	82	6.6
McNairy	21	3.3

Table 8: (continued)

County	1999-2000 Commitments	Commitment Rate (per 1,000 Children 0-19)
Meigs	7	3.0
Monroe	54	5.8
Montgomery	192	4.9
Moore	8	5.8
Morgan	28	5.6
Obion	21	2.5
Overton	24	5.0
Perry	11	5.7
Pickett	0	0.0
Polk	16	4.6
Putnam	70	4.2
Rhea	29	3.9
Roane	70	5.7
Robertson	84	5.3
Rutherford	63	1.2
Scott	36	6.0
Sequatchie	19	6.6
Sevier	66	4.0
Shelby	676	2.4
Smith	38	8.5
Stewart	8	2.9
Sullivan	197	5.3
Sumner	140	3.9
Tipton	57	3.5
Trousdale	6	3.4
Unicoi	24	6.3
Union	37	8.2
Van Buren	12	9.6
Warren	71	7.1
Washington	115	4.6
Wayne	34	7.4
Weakley	46	4.9
White	39	6.6
Williamson	80	2.4
Wilson	109	4.4
Total	6744	4.4

Table 9: Children in Custody by Placement Type on June 30, 2000

Placement Program Type	Number in Placement	Percent
Alcohol & Drug Program	64	1%
Diagnostic, Evaluation, and Assessment	216	2%
Detention	103	1%
Emergency/Temporary Shelter	195	2%
Foster Family Home	5057	46%
Group Home	270	2%
In-Home	822	7%
Supervised Independent Living	100	1%
Residential Treatment *	1670	15%
Mental Health / Medical Treatment	118	1%
Runaway	629	6%
Special Residential School	164	1%
Trial Home Visit	670	6%
Youth Development Center	570	5%
No Placement Recorded	457	4%
Total	11105	100%

* Residential Treatment includes Levels of Care II, III, and IV.

Table 10: Days in Custody for all Children Under Age 18 in Care During Fiscal Year 1999-2000, as of June 30, 2000

Adjudication Type	Number of Children	Mean Days	Median Days
Dependent/Neglected	11116	841.6	492
Delinquent	3147	313.3	240
Unruly	1173	447.1	278
All Cases	15436	703.9	380

*The mean is the average of all values, while the median represents the midpoint of all values. Because extreme values may distort the mean, the median is considered a more accurate representation of this data.

Table 11: Case Managers, Attorneys, and Paralegals by Region

	Case Managers			Attorneys			Paralegals		
Region	# Positions	Vacancies as of 7-14-00	Average Salary	# Positions	Vacancies as of 7-2-00	Average Salary	# Positions	Vacancies as of 7-2-00	Average Salary
Northeast Tennessee	79	4	\$2,072	3	0	\$4,114			
East Tennessee	118	3	\$2,040	4	0	\$4,485			
Knox County	64	1	\$1,942	4	0	\$3,669			
Southeast Tennessee	43	4	\$1,986	3	0	\$3,911			
Upper Cumberland	57	3	\$1,963	3	0	\$4,111			
Hamilton County	55	1	\$2,062	4	0	\$4,270			
Mid-Cumberland	128	9	\$1,970	7	3	\$3,700			
South Central	75	5	\$1,897	4	0	\$3,946			
Davidson County	89	4	\$1,991	5	0	\$3,951			
Central Office	0	0	\$0	3	0	\$4,026			
Northwest Tennessee	38	0	\$2,211	2	0	\$3,494			
Southwest Tennessee	71	1	\$2,013	3	0	\$3,996	1	0	\$2,397
Shelby County	155	0	\$1,953	6	0	\$3,550			
Total for State	972	35	\$2,008	51	3	\$3,940	1	0	\$2,397

Table 12: Summary of New Position Allocations Fiscal Year 1999-2000

Region	Non CPS C. Mgrs.	Assess. C. Mgrs.	Non CPS Cases	C. Mgr. Needs	C. Mgrs. Allocated	Total Avail. C. Mgrs.**	Average Caseload	New Super. CM3s	New Super. CM4s	New Team Coord.	Total New Positions
Northeast	61	0	1922	15	18	79	24.3	1	1	0	20
East	89	9	2344	5	8	106	22.1	1	1	0	10
Knox	45	3	1183	2	4	52	22.8	1	0	0	5
Southeast	45	5	1049	0	0	50	21.0	0	0	0	0
Upper Cum.	41	0	1328	12	14	55	24.1	2	0	0	16
Hamilton	40	0	1142	6	8	48	23.8	1	0	0	9
Mid-Cum.	102	3	2480	0	1	106	23.4	0	2	0	3
So. Central	43	1	1670	24	26	70	23.9	3	3	0	32
Davidson	53	6	1733	15	18	77	22.5	0	0	0	18
Northwest	28	0	801	4	5	33	24.3	1	0	0	6
Southwest	50	0	1673	17	19	69	24.2	3	1	0	23
Shelby	105	0	2575	0	0	105	24.5	0	0	0	0
Total*	702	27	19900	100	121	850	23.4	13	8	0	142

*As of July 1, 1999

** The total available case manager positions includes the Community Service Agencies

Appendix 2: Glossary of Department of Children's Services Terms

Aftercare: The period of supervision of a delinquent or unruly youth beginning at the time of his or her release from custody and continuing until his or her discharge from supervision by the court and the department.

Assessment: The ongoing process to determine the need for services to children and families that is the foundation of all case management decisions.

Case Managers: The DCS employee who is the family and child's primary point of contact with the department.

Child Abuse: The physical, verbal, or sexual non-accidental maltreatment of a child.

Child and Family Teams: Specialists who work as case managers assigned to families and children. They are assigned to the same families from intake and assessment, through design of an appropriate permanency plan, to provision of individualized services, and finally, any follow-up that is required.

Child Neglect: The failure to provide food, clothing, shelter, supervision, or medical care for a child, which puts the child at risk of harm. In some cases, parents' or caretakers' failure in meeting the child's emotional or psychological needs can be classified as neglect.

Child Protective Services (CPS): This division of DCS that investigates reported cases of alleged child abuse and neglect. CPS units in each region are composed of investigators whose sole purpose is to determine whether reported cases of child abuse and neglect received from any number of sources (family, friends, teachers, clergy, doctors, etc.) are valid and meet the legal criteria.

Child Sexual Abuse: Commission of any act involving the unlawful sexual abuse, molestation, fondling or carnal knowledge of a child as stated in T.C.A. § 37-1-602. The employment, use, persuasion, inducement, enticement, or coercion of any child to engage in, or assist any other person to engage in, any sexually explicit conduct or simulation of such conduct for the purpose of producing a visual depiction of such conduct, or the rape, and in cases of caretaker or inter-familial relationships, statutory rape, molestation, prostitution, or other form of sexual exploitation of children, or incest with children.

Continuum of Care: A service-based system of care that allows the service provider greater flexibility in designing services for the child/family, the ability to facilitate more rapid movement of the child through the service system, and the ability to "customize" the delivery of services to each child and family in the least restrictive and most cost-efficient manner.

Court Liaison: This person is the department's presence in court. In addition to collecting initial information on children and families referred by the court, the court liaison ensures that a case manager is immediately assigned to the family. Liaisons are also responsible for the exchange of information between the court and other departmental staff.

Delinquent Act: An act designated as a crime under the law, including local ordinances and federal law, excluding traffic offenses other than failure to stop when involved in an accident, driving under the influence, vehicular homicide, or any other traffic offense classified as a felony (T.C.A. § 37-1-102). An act that, if committed by an adult, would be considered a crime.

Delinquent Child: A child who has committed a delinquent act and is in need of treatment and rehabilitation (T.C.A. § 37-1-102).

Dependent and Neglected Child: A child who is without a parent, guardian, or legal custodian; whose parent, guardian, or person with whom the child lives, by reason of cruelty, mental incapacity, immorality, or depravity is unfit to properly care for the child; who is under unlawful or improper care, supervision, custody, or restraint by any person, corporation, agency, association, institution, society, or other organization or who is unlawfully kept out of school; whose parent, guardian, or custodian neglects or refuses to provide necessary medical, surgical, institutional, or hospital care for the child who, because of lack of proper supervision, is found in an unlawful place; who is in such condition of want or suffering or is under such improper guardianship or control as to injure or endanger the morals or health of himself/herself or others; who is suffering from or has sustained a wound, injury, disability, or physical or mental condition caused by brutality, abuse, or neglect; who has been in the care and control of an agency or person who is not related to the child by blood or marriage for a continuous period of 18 months or longer in the absence of a court order, and the person or agency has not initiated judicial proceedings seeking either legal custody or adoption of the child; who is or has been allowed, encouraged, or permitted to engage in prostitution or obscene/pornographic photographing, filming, posing, or similar activity and whose parent, guardian, or other custodian neglects or refuses to protect the child from such activity [T.C.A. § 37-1-102(b)(12)].

Family Crisis Intervention Program (FCIP): A brief intervention with families who have unruly children at risk for state custody. The intervention is designed to help the family and child through the present crisis period so they can access less intrusive community services without requiring further court intervention and/or custodial care from the Department of Children's Services.

Foster Home: A private home that is approved by the Department of Children's Services or other licensed child-placing agency to provide for the care of children.

Foster Parent: A person who has been trained and approved by the department or a licensed child-placing agency to provide full-time temporary out-of-home care in a private residence for children who, for various reasons, can no longer remain in their own home.

Independent Living: Consists of a series of developmental activities that provide opportunities for young people to gain the skills required to live healthy, productive, and

responsible lives as self-sufficient adults. The provision of Independent Living Services is required for any child in DCS custody 16 years of age or older.

Permanency Planning: The process of intervention and decisive casework on the part of the case manager. Such intervention focuses on choosing the least restrictive permanency outcome for the child, i.e., return to parent, relative placement, adoption, independent living or permanent foster care, and working to meet that goal in a timely manner.

Regional Administrator: A field supervisor who has overall management and leadership responsibility for one of the 12 DCS regional offices as well as any satellite offices within the region. He or she reports to the assistant commissioner of Program Operations and to the director of Field Operations.

Residential Case Manager: This staff member assists the child's case manager in monitoring the child's treatment progress while in a residential placement or family foster home as well as assuring that the child does not stay in the facility longer than treatment needs dictate.

Residential Level I: This is structured, group home type care for children and adolescents with relatively few emotional or behavioral problems. Children in these programs usually attend regular or special education classes in public schools, but can not live in foster homes or return to their own homes and are not ready or age-appropriate for independent living programs. The primary purpose of group child care programs is to provide a supportive living environment for dependent children unable to live at home.

Residential Level II: This is a highly structured, group living program for children and adolescents with relatively moderate to serious emotional or behavioral problems in a community setting. Some children in these programs attend regular or special education classes in public schools, but others may attend on-campus schools. Youth in this program may not have responded successfully to less intensive treatment, such as Level I residential care or foster care. These programs constitute therapeutic group homes in which the main mission is to provide treatment. Children and youth in these programs require residential settings designed to improve social, emotional, and educational adaptive behavior. Services provided to achieve these goals include: group, individual, and family counseling (where appropriate), liaison services, provision of appropriate adult role models, and training in the areas of social, emotional, and cognitive skills.

Residential Level III: Level III facilities are highly structured residential treatment programs for children having a clinical diagnosis of mental illness or serious emotional or behavioral disturbance. The child may have past or present charges of delinquency that include serious felonies.

Residential Level IV: Children appropriately referred to Level IV programs may have dual diagnoses, including mild mental retardation. In some cases, autism or autistic-like behaviors will also be present. Children diagnosed as having moderate mental retardation

whose behavioral issues fall within the program's scope of services will be referred and accepted into the program on a case-by-case basis.

Typical patterns of behavior evidenced by these children include chronic runaway behaviors, manipulative behaviors, delinquent behaviors, poor self-control, poor self-esteem, and resistance to authority. There may be a history of substance abuse or inappropriate sexual behaviors which may have been treated, but continue to be in need of therapeutic intervention. Constant adult supervision of children is provided in Level IV programs will be necessary.

Team Coordinator: A field supervisor who reports to the regional administrator and who supervises two or more team leaders.

Team Leader: A field supervisor who reports to a team coordinator and who supervises a team of case managers.

Trial Visit: The return of physical custody of the child for a specific time period to a parent, relative or other appropriate individual to determine whether legal custody should be granted to that parent, relative, or other appropriate individual; however, the state retains legal custody during the trial visit period.

Unruly Child/Youth: An unruly child is one in need of treatment and rehabilitation who habitually and without justification is truant from school while subject to compulsory schools attendance under T.C.A. § 49-6-3007; or habitually is disobedient of the reasonable and lawful commands of the child's parent(s), guardian, or other legal custodian to the degree that such child's health and safety are endangered; or commits an offense which is applicable only to a child; or is a runaway- a child who is away from the home, residence, or any other residential placement of his parent(s), guardian, or other legal custodian without their consent.